Memorandum

U.S. Department of Transportation

Federal Aviation Administration

Subject: INFORMATION: HRM Automation Plan

Date: MAY 5 1992

From: Assistant Administrator for
Human Resource Management

Reply to
Attn. of:

To: Distribution

The Human Resource Management (HRM) Automation Steering Committee recently endorsed the attached HRM Automation Plan and requested approval of the plan. I fully concur and approve the plan and recommendations identified in Section 9 of Volume 1. This plan provides a strategic direction and management strategy for improving HRM services and information by increasing our investment in information technology. Implementation of the Integrated Personnel and Pay System (IPPS) and other major projects identified in this plan are important initiatives which must be undertaken to achieve improved HRM service to agency managers and employees.

If you have any questions regarding the attached plan, please contact the Director of Personnel, APN-1, on FTS 267-9041.

Herbert R. McLure

Attachment

U.S. Department
of Transportation

**Federal Aviation
Administration**

Human Resource Management

Automation Plan

VOLUME II

TACTICAL PLAN

April 21, 1992

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EXECUTIVE SUMMARY

The Human Resource Management (HRM) Automation Plan provides a formal, objective method to manage information system priorities without regard to provincial interests. The Plan describes a comprehensive approach to providing the Information Resource Management (IRM) services needed to support the HRM community.

Volume I of the Plan identifies the fundamental HRM business processes and describes the technical architecture which is intended to guide all development. This integrated architecture incorporates the features of OATS, CORN, IPPS, and other planned projects. Volume II of the Plan contains a set of specific recommendations for tactical action including approved projects, estimates for required resources, project schedules, and the relevant budget information.

The HRM Automation Steering Committee (ASC) was formed in December of 1990 to provide management oversight to the HRM automation environment. The HRM Automation Working Group was formed to develop a plan in support of the ASC. The result, this HRM Automation Plan, will be reviewed annually, and changes will be made each year to reflect the status of ongoing initiatives and to describe new initiatives.

The HRM executives met at the FAA Center for Management Development and developed the following mission statement.

> *"Provide LEADERSHIP and EXPERTISE for continually improving the management of FAA's human resources and provide high quality SERVICE so the agency can fulfill its mission with an effective, efficient, diverse and progressively managed workforce."*

In order to support the HRM mission, a rigorous HRM IRM program is needed. A basic tenet of the HRM IRM program is that data is a corporate resource. Data must be planned for and controlled just as we manage other resources. Integrating automation planning with business planning will maximize the effectiveness of automation expenditures.

The Plan focuses on the broad goal of across-the-board support to HRM strategic planning and operation program implementation processes at all agency organization echelons.

A vision statement capturing this broad goal has been formulated:

> *"The FAA shall implement and maintain a human resource information system that provides accessible timely information throughout the agency and beyond through the use of a corporate relational database which is usable, relevant, consistent, flexible and secure by the year 2001."*

The basis for achieving this vision is a comprehensive plan grounded in thorough analysis and sound technical tenets.

The HRM IRM Plan supports the following automation goals:

- Manage Human Resource Management (HRM) data as a corporate resource that is shared throughout the FAA as required.

- Increase data standardization, integration, reliability, relevance, currency, accessibility, accuracy, consistency, and timeliness.

- Increase FAA personnel productivity through reduction of paperwork, efficient work processes, and one time entry of data at its source.

- Ensure that FAA HRM data and information systems are secure and private.

- Provide automated systems capable of accommodating change. This includes adapting to changes in organization, business processes, data requirements, and technology, where feasible.

- Provide automated systems which will support effective HRM decision making.

Problems will emerge as the agency workforce evolves, the mission workload expands, and technology advances. However, this Plan provides the means to implement cost-effective improvements in customer support and HRM workforce efficiency, as well as to assure the integrity, reliability, and security of sensitive HRM data.

1.0
INTRODUCTION

1.1   PURPOSE AND SCOPE.

The Plan is intended to provide a formal, objective method for management to establish and control information systems priorities without regard to provincial interests. This Plan provides a framework for planning, approval, oversight, and evaluation of projects and initiatives. This Plan is to be used to guide the development of systems that have a long life, to promote the efficient and effective use of information resources to support business goals, and to promote the management of data as a corporate resource that can be appropriately shared throughout the FAA. The Automation Plan is divided into two volumes. The first volume, the strategic plan, provides an overview of the current Human Resources Management (HRM) environment. Volume I also includes insight into the future direction of Information Resource Management (IRM) in the FAA. The second volume, the tactical plan, provides an overview of planned and proposed HRM automation projects and initiatives to be accomplished within the next five years. Volume II is intended to be a living document and will receive annual updates by the Automation Working Group prior to the submission of the annual FAA IRM plan (IRMP) update.

This Plan addresses all HRM business processes and data. The HRM functions reviewed for the Plan include: position management, staffing, personnel management, employee relations, training, labor relations, drug program, Equal Employment Opportunity, retirement, safety, recruitment, benefits, and budget. This Plan does not address time and attendance, leave processing, and payroll processing since they are not part of the current HRM charter. The proposed departmental level Integrated Payroll Personnel System (IPPS) will include these functions in its view.

1.2   BACKGROUND.

On December 19, 1990, the Associate (now Assistant) Administrator for HRM established the HRM Automation Steering Committee (ASC). The ASC was formed to provide management oversight to the HRM automation environment. The ASC endorsed a strategy for developing an annual HRM Automation Plan and called for the formation of an Automation Working Group (AWG), whose main goal is to develop the Automation Plan and assist the ASC in securing approval of the Plan from AHR-1.

2.0
TARGET APPLICATION ARCHITECTURE

2.1 INFORMATION ARCHITECTURE.

The analytical activities underlying this Plan led to the documentation of HRM business processes, and entities with associated data classes, as documented in Appendices E and F respectively. The personnel resource management life cycle planning and control levels (strategic, management, and tactical), and patterns of common data usage were analyzed. The result of the assessment was an ordering and grouping of business processes as listed along the vertical axis of Figure 2-1, HRM Information Architecture. This ordering is abstract and not intended to correspond to the current or future organizational structure, or the organization of current ADP support systems. Rather, the view serves as a point of departure for the future organization of HRM applications. Minor changes could be made in these groupings without materially affecting their overall impact.

2.2 HRM DATABASES.

There are two views of the HRM database environment which are of interest: the view at each processing level, and the view across the three processing levels, namely the individual PC, the regional Data General system, and the national IBM mainframe. Data is replicated both within a given level and from one level to another. While some variant of this arrangement will be the case in the future, the availability of a readily accessible database environment at the national level, coupled with improved communications capabilities, and new software should reduce the need to copy data from one system to another. Similarly, the use of relational database techniques should reduce data replication within a database environment on a given system. Organization of the databases will use the entities of Appendix E as a point of departure. The logical organization will also be selected with support of the components of the HRM Information Architecture in mind. We therefore can expect to see views of the data which correspond to the Strategic, Workforce Management, Position Management, Personnel Operations, Training, EEO, Fiscal, and Labor components of the architecture. The data will range from highly aggregated data used to support strategic planning models, to very finite data about individual employees, training courses, EEO cases, and the like. Security provisions to regulate access to Privacy Act protected data will be observed, as will all laws and regulations governing collection and storage of sensitive data.

The degree to which the data is integrated in the national level database will be determined when detailed requirements for IPPS as well as agency specific systems are defined. In some cases (e.g., FAA training), detailed requirements are already available, and highly integrated database designs can commence.

DATA CLASSES

- Grievances
- Bargaining Unit Data
- Union Data
- Dues Withholding Data
- Debt Data
- Approved Budget
- Budget Feedback
- Budget Estimates
- Training Evaluations
- OJT Training History
- Training Enrollment
- Course Catalog
- Course Schedules
- Course Objectives
- Program Resources
- Training Development
- Individual Career Development Plan
- Near Term Career requirements
- Career Testing Data
- OWCP Data
- Drug Data
- EPG Data
- Performance Reviews
- Career Ladder
- Eligibility Lists
- Authoritative Data
- Long Range Resource Requirements Plan
- Technical Forecast
- Organizational Resource Plan
- Workforce Needs Data
- OHR Workload Data
- HRM Policies, procedures, etc.
- Laws/regulations
- Classification Standards
- List of Vacancies
- Classification Appeals
- Administrative Grievances
- EEO Complaints
- EEO Community Data
- EEO Submittals
- Payroll Submittals
- Leave Schedules
- Positions and Resignations
- Retirements and Resignations
- Clearance Data
- Personal Data
- Benefits Data
- EEO Personnel Action
- Selection Lists/Recruitment
- Placement Factor
- Applicant Record

PROCESSES

- Define Position
- Conduct Classification Reviews
- Track Authorized Positions
- Identify Near Term Training Rqmts
- Identify Training Resources
- Develop Training Programs
- Develop Training Courses
- Implement Training/Retain History
- Evaluate Training
- Conduct Recruitment Activities
- Process Personnel Actions
- Maintain Security Data
- Track Leave Schedules
- Submit Payroll Parameters
- Produce External Reports
- Identify Laws and Regulations
- Establish HRM Policies, etc.
- Obtain Workload Data
- Develop Organizations Structure
- Project Workforce Needs
- Obtain Technical Resource Data
- Project Long Range Data
- Estimate Attrition
- Create Budget Estimates & Rollups
- Accept Feedback/approved Budget
- Obtain Budget Performance Data
- Monitor Budget Performance
- Conduct Internal Placement
- Manage Performance Appraisals
- Provide Career Planning
- Support EPGs
- Monitor Drug Program
- Track OWCP Cases and Costs
- Maintain Union Data
- Track Grievances and Appeals
- Perform EEO Studies
- Track EEO Complaints
- Monitor EEO Aspects of Recruitment

Diagram blocks: Fiscal, Training, Workforce Management, Strategic Management, Position Mgmt, Personnel Operations, EEO, Labor
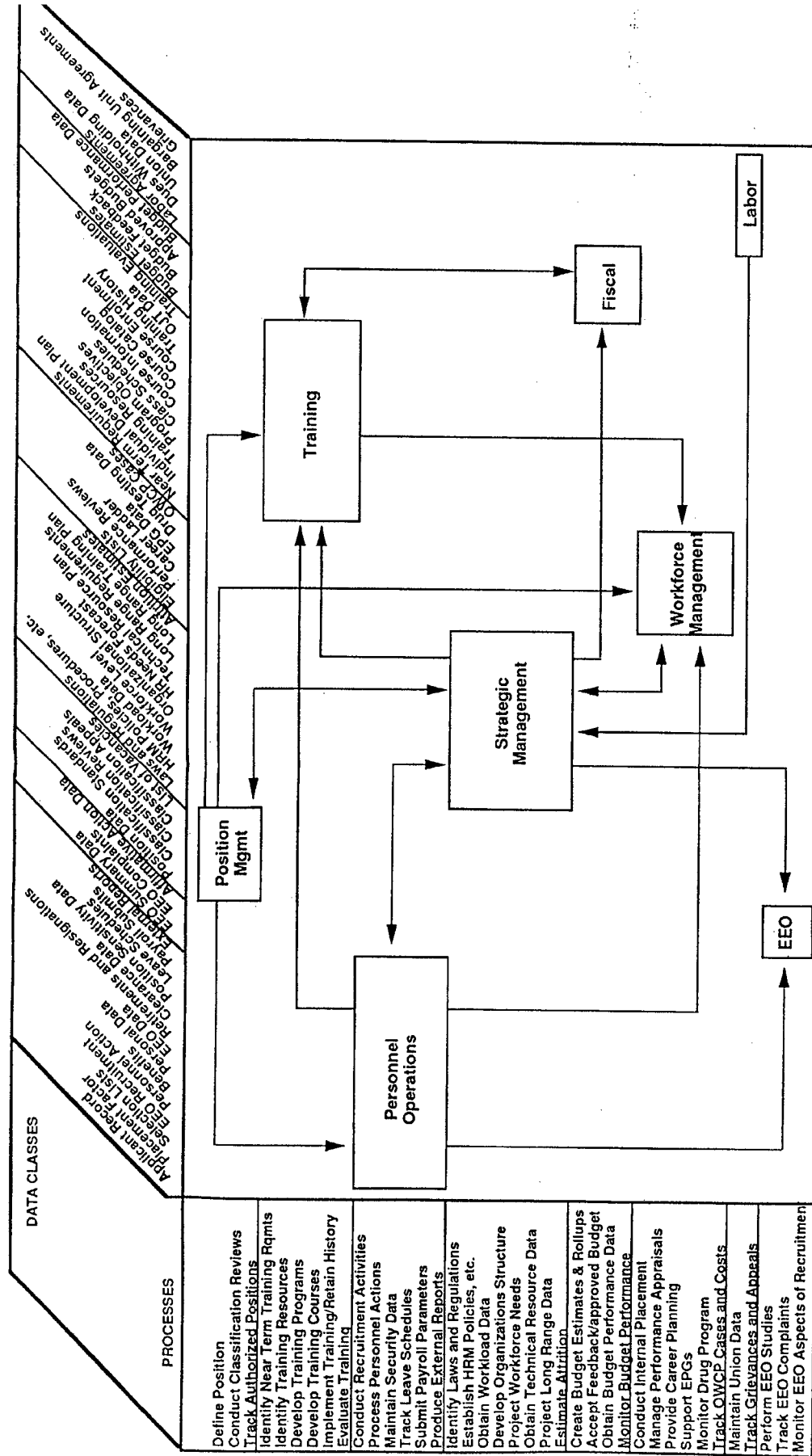
Figure 2-1, HRM Information Architecture

2.3   HRM APPLICATIONS.

Since a combination of departmental and agency systems will be used to satisfy the needs defined in the HRM Information Architecture of Figure 2-1, a significant challenge will exist to stay focused on the logical components of the architecture. Whether a departmental system (for example, IPPS) or an agency system such as TMIS is under consideration, the key issue is to continue to identify coherent, distinct *"subsystems"* such as Training or EEO. This allows development to be modular and incremental.   Two categories of application programs are defined in this plan, infrastructure and problem solving, as a convenience in describing their scope and complexity.   Infrastructure applications are largely systems serving a broad spectrum of users and providing what can be considered basic services.   IPPS falls into the infrastructure category.   Problem solving applications are smaller and more process-specific.   EPAMS is a good example of a problem solving, process-specific application.

HRM applications may reside at any processing level from national to local.   In numerous instances, such as in the case of TMIS, inter-related subsystems (including CTTMS and TRIMATE) as well as other parent applications (TMIS proper) will have application modules at all processing levels.   IPPS is another prime example of an application which will have modules at all levels.

2.4   HRM APPLICATIONS ARCHITECTURE.

The combination of databases and applications resident on each processing level and their relationship to each other, is shown in Figure 2-2, Model of HRM Applications Architecture.   This figure shows likely groupings of application architecture segments, as well as the databases which will exist.

In the projected HRM Applications Architecture the functionality currently provided by CPMIS will be replaced and significantly expanded by the systems labeled Core HRM Environment. This Core Environment will be composed of both departmental systems (IPPS) and agency specific systems, such as TMIS.   IPPS will be focused on the integrated departmental personnel/payroll database, and will support processes typically found at the management control and operational control levels.   A proposed Human Resources Management Information System (HRMIS) would contain processes for strategic management and budgeting as well as a supporting process for modelling. TMIS is the system designated to support the significant workload of agency training management.

At the levels below national in Figure 2-2, data may be collected for use at any level from local through regional to national.   Collection of data at a given level for use at a higher level will be done through the use of standardized software.   Replication of data elements may occur in a downward direction, as illustrated.   Data thus replicated

will not be synchronized. Data may also be replicated or summarized in an upward direction, and similarly will not be synchronized. More typically lower level unique data will be summarized and rolled up (consolidated) for use at higher levels of the organization. All reporting of data for both internal and external purposes will only be done in accordance with Federal regulations and approval by the agency data management operation in order to ensure a consistent approach to issues of data age and validity.

At the national level, the HRM Core Environment, cooperating agency systems, and cooperating national program systems may all reside on the CORN mainframe equipment. Similarly, at regional and local levels cooperating systems may in fact reside on the same hardware platform (e.g., OATS). In such a case, the opportunity for interface standardization and database cooperation should be vigorously pursued.

At the heart of the HRM automation strategy is the concept of data-oriented design and implementation. This means that definition and control of the data needed to support the defined business processes is of paramount importance in the development and operation of the application systems.

A vigorous, comprehensive data management program is the vehicle which will provide ongoing support to the strategy element. The concept of integrated data management is depicted repeatedly in Figure 2-2.

A cooperative program must be established which examines the conceptual, logical, and physical database design requirements, for all departmental and agency processes and systems. Pragmatic decisions are needed regarding the degree of integration (i.e., single database) versus cooperation (multiple databases) which will be employed. The essential point is not the technical decision reached but rather the coherent, comprehensive management of the analytical process leading to the decision.

Further cooperation is needed in defining and cementing the relationship between HRM automation systems and service-developed systems which also contain HRM-related data. The data management program should define the data relationships while further analysis of requirements should define the functional relationship.

Applications systems at the regional and local levels will be incorporated into the HRM Applications Architecture at the appropriate levels. These systems include PETS/MATES, SIDP, EGATS, and EPAMS. The issue of modify versus replacement of these packages must be addressed on a case-by-case basis, and is discussed in Section 2-4, Migration Strategy.

Finally, at all levels of the architecture, a paramount concern will be the provision of appropriate security features of protect Privacy Act and other sensitive data.

HRM ENVIRONMENT

NON-HRM ENVIRONMENT

NATIONAL

REGIONAL

LOCAL

DATABASE ENVIRONMENT

Conceptual, logical, and physical design of all databases supporting standard systems is done on a cooperative basis according to national HRM automation standards.

Integrated national database environment

Application modules supporting the core HRM environment may operate at the national, regional or local levels.

Core HRM environment

INTEGRATED NATIONAL DATABASES
Support all standard systems distributed nationally, whether the system is for regional or national purposes.

UNIQUE REGIONAL DATABASES
Support unique regional needs.

Integrated regional environment

INTEGRATED REGIONAL/NATIONAL DATABASES
Support for all national and regional standard systems

UNIQUE LOCAL DATABASE
Supports unique local needs.

Integrated local environment

Integrated Data Management Environment

Integrated PER/PAY Database — Training — Related Cooperating Databases — etc.

Database Access Control

Position Mgmt | Strategic Mgmt | Workforce Mgmt | Personnel Operations | Labor | Training | EEO | Fiscal

Transaction Interface

Integrated Data Mgmnt Environment

Integrated Databases for National Systems — Unique Regional Database Regional & Lower Level Data

Database Access Control

Region Unique Collection and Analysis | National Data Collection | Analysis of National Data | Analysis of Lower Level Data

Common User Interface

Integrated Data Mgmnt Environment

Integrated Databases for National and Regional Systems — Unique Local Database

Database Access Control

National and Regional Data Collection | Local Data Collection and Analysis | Analysis of Higher Level Data

Common User Interface

Cooperating Systems — Departmental System Databases

Cooperating Agency Systems — Agency Databases

Cooperating National Program Systems — National Program Databases

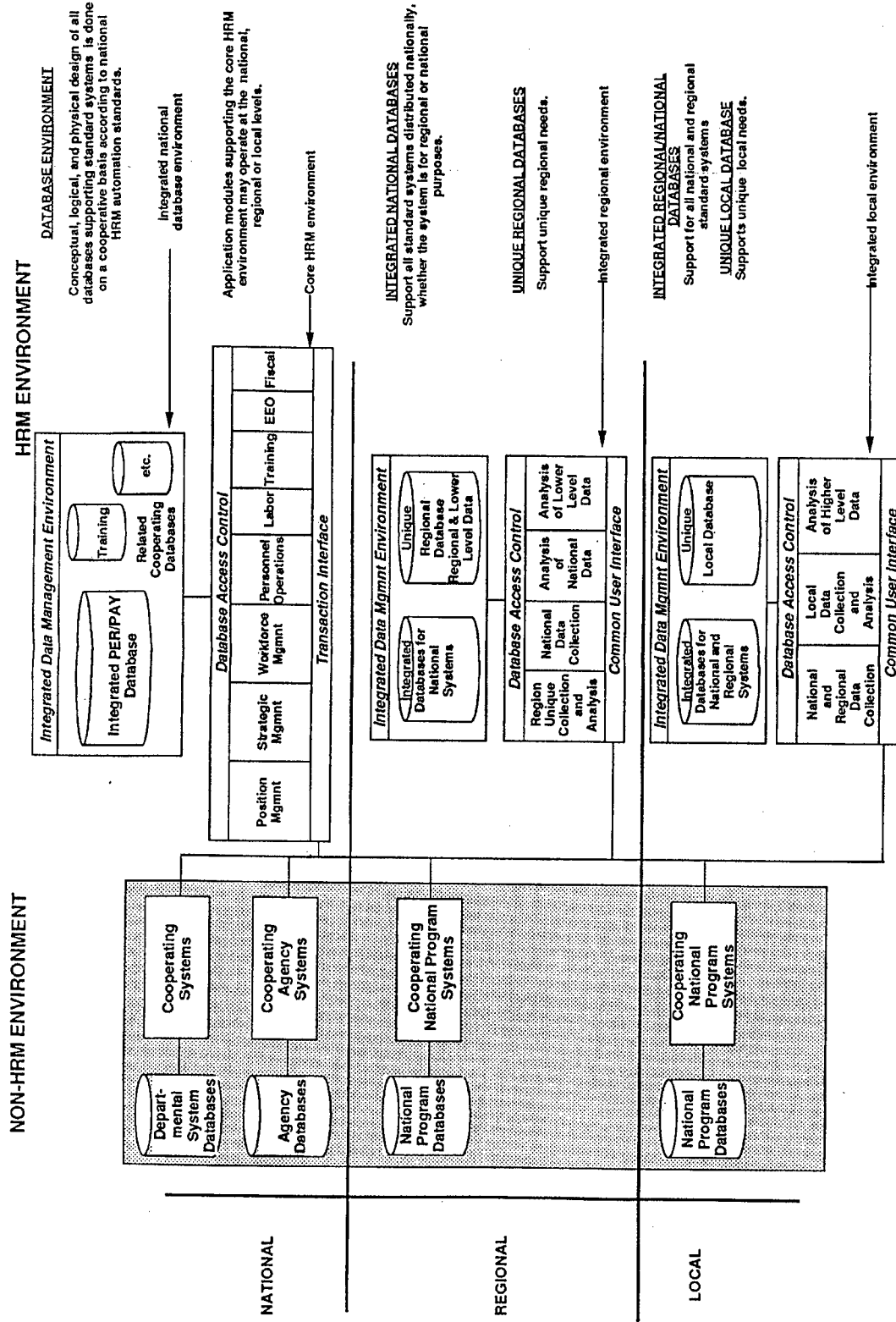Cooperating National Program Systems — National Program Databases

Figure 2-2, Model of HRM Applications Architecture

2.5   MIGRATION STRATEGY.

Since progress in HRM automation will always be constrained by limited resources, all potential changes must be weighed against each other in order to establish a prioritized list of possible actions.

In order to ensure proper consideration of all possible projects, to include the creation of a solid management and control context, projects are grouped according to the following categories:

- **Program Management Projects** - Initiatives to implement and improve automation planning, control, training, and reporting.

- **Infrastructure Projects** - Major initiatives to implement automation capability to collect, maintain, and report data including technology replacement. These projects require corporate investment over 3-8 years.

- **Problem Solving Projects** - Initiatives to automate business processes pursuing objectives related to personnel productivity, improved decision support, and timely information reporting. These projects normally respond to efforts to reduce paperwork, speed up information flow, automate models, and eliminate rework.

- **Enhancement/Maintenance Projects** - Initiatives to improve existing system capabilities and overcome serious operational deficiencies being experienced.

Projects within each category are prioritized, and the categories then reviewed against each other in order to develop an overall timetable.

Fundamentally, the program management and infrastructure projects (including those which put the future geo/technical architecture in place) are of paramount importance, and drive the timetable.

The migration strategy is based on explicit acknowledgement of the significant effect of the OATS, CORN, and IPPS initiatives. These initiatives are at one and the same time major consumers of scarce resources and major contributors to technological improvement. The migration strategy seeks to balance all necessary factors as progress is made, and is based on four key assertions, in priority order:

- Current operations must continue to receive sufficient funding to both maintain the services being performed and to eliminate problems and/or make improvements when cost justified.

- The technical program management context must be clarified and strengthened through the development and dissemination of technical management guidance which reinforces agency policy and standardizes its implementation.

- An objective architecture must be defined, and the major initiatives which will constitute the technical infrastructure must be defined, coordinated and implemented according to a deliberate and properly funded plan.

- Applications to solve problems or take advantage of automation opportunities in support of specific business processes must be defined and funded, and developed in a manner consistent with the emerging new technical infrastructure.

3.0
PROJECTS AND INITIATIVES

3.1 OVERVIEW OF AUTOMATION PROJECTS.

Current systems and proposed new projects are briefly described in the following sections. Proposed projects have been uniquely numbered to facilitate quick reference to the following charts and to Appendix B which contains a summary of each proposed project. The relationship of recommended projects to HRM automation goals is depicted in Figure 3-1, Projects Versus HRM Automation Goals.

3.1.1 Current Systems.

CPMIS

The Consolidated Personnel Management Information System, CPMIS, was developed by the FAA between 1968 and 1975. CPMIS is a national personnel database management information system which contains the official data of record for the FAA. By 1987, CPMIS was expanded for use by all of the Department of Transportation and the National Transportation Safety Board. The principles of CPMIS include centralized data management, single update transaction, subject matter specialist control, ease of data entry, system flexibility and timely ad hoc report capability. CPMIS uses Data Management/User Request Language (DM/URL) as a DBMS and currently resides on the IBM 3090 in Oklahoma City.

CTTMS

The Centralized Training Travel Management System, CTTMS, is a system, brought online in FY91, to provide support for the management of centrally controlled training travel dollars. CTTMS receives enrollment information from CPMIS and receives financial information from DAFIS, the departmental accounting and financial information system. CTTMS should be fully functional by FY92, however future enhancements are planned.

EGATS

EGATS, Electronically Generated and Transmitted SF-52s, was developed by the Alaska region to improve the processing of personnel actions. EGATS is capable of creating, transmitting, reviewing, and tracking any personnel action that can appear on an SF-52 form. Once the personnel action is entered into the system, it can be transmitted via communication lines to the person responsible for completing the next step in the process.

<u>EPAMS</u> (enhancement planned)

The Employee Performance Appraisal Management System, EPAMS, is a national AHR project to provide FAA supervisors with an automated approach to employee performance management. EPAMS will support the development, collection, storage, reporting, and analysis of employee performance related information. The three phases of the project are to provide software for a standalone personal computer, interface with the CPMIS, and support paperless performance appraisal systems. EPAMS is being developed as a model HRM Automation Project. It is expected that the results of the EPAMS effort will serve as a valuable guide in the development of future national automation projects.

<u>LABOR RELATIONS CASE TRACKING SYSTEM</u>

This system ensures consistency in the application of labor and employee relations policy and accesses case status. The system has a centralized case repository that permits the Office of Labor and Employee Relations (ALR) to nationally identify and track any currently existing unfair labor practice charges, grievances, or adverse actions. The system identifies strong and weak areas in collective bargaining agreements and better prepares the FAA to negotiate contracts with the unions.

<u>MATES/PETS</u> (enhancement planned)

The Personnel Employment Tracking System, PETS, was developed by Northwest Mountain region, while the Modular Applicant Testing, Examining, and Screening System, MATES, was developed by the Aeronautical Center. PETS tracks an applicant's status during the screening, testing, and interviewing process. The system is capable of printing standard inquiry letters of acceptance or non-selection. Interview information can be entered on a microcomputer and uploaded to the PETS system. PETS is the source and final destination of many of the data elements used in MATES. MATES is designed to enable faster security verification on *"fasttrack"* applicants, and can be thought of as a complement of PETS.

<u>MPP</u>

The Merit Promotion Plan, MPP, is a stand-alone, personal computer system which uses data that has been scanned from application forms and produces selection lists for various air traffic staff and managerial positions.

<u>SIDP</u>

The Supervisory Identification and Development Program, SIDP, is a process to identify employees, early in their careers, who have the desire and potential to become successful first line supervisors. SIDP is currently used by Air Traffic and Aircraft Certification to recruit new supervisors and is scheduled to be expanded to include Civil Aviation Security. The SIDP database resides on the regional Data Generals and

consists of general employee and KSA data collected from CPMIS, EGATS, TRIMATE, and during the SIDP process.

SKYNET

FAA SkyNet is an application of the Caucus (Camber-Roth Inc) computer conference system. It was originally purchased to facilitate group discussions using automated teleconference technology. The system will incorporate several HRM bulletin boards.

TRIMATE

TRIMATE was developed by the Alaska region. It allows field personnel to generate and track requests for out-of-agency training (Form 3000-3) or in-agency training (Form 3000-13) and electronically transmit them to regional training organizations. The system also allows authorized users to review employee training histories, see pertinent course data, receive and send messages, and enter/update data for the annual Call for Training requirements. Further enhancements are planned.

3.1.2 Planned and Developing Systems.

FJOL

In conjunction with DOT and OPM, the FAA is participating in the Federal Job Opportunity Listing, FJOL, a vacancy announcement system. FJOL makes a listing of vacancy announcements available through a touch-screen system (kiosk) which lists all Departmental announcements that are nationwide, Government-wide, and within the local commuting area. This system is to be available to all nationwide sources.

IPPS

The Integrated Personnel/Payroll System, IPPS, is a current project which is designed to replace the automated capabilities of CPMIS and the Consolidated Uniform Payroll System, CUPS. IPPS is a major system which will address a majority of the functional areas of the HRM community. IPPS is tentatively scheduled to be brought fully online by 1996.

PREPS (in development)

The Personnel Reporting System, PREPS, is a national AHR project to provide FAA supervisors and managers with access to online personnel data. PREPS is designed to be an interim measure to increase reporting capabilities of CPMIS, the current personnel system. PREPS proposes to create a read only, shadow CPMIS database, using ADABAS/Natural as an alternative database management system to DM/URL. PREPS is designed to add a level of data security not currently available in CPMIS and will be capable of providing fixed, variable, and ad hoc reports.

TMIS

The Training Management Information System, TMIS, is an automated system designed to provide comprehensive data and support to the process of training management in the FAA. TMIS objectives are to provide timely training information and *"user friendly"* automation tools, automate the collection and reporting of training information, provide an integrated training database, embody all agency training information components, and reduce the administrative time needed to respond to internal and external requests for training related information. The TMIS functional requirements span the entire training cycle and include planning, development, implementation, and evaluation.

3.1.3   Proposed Projects.

The following section describes proposed projects in the areas of program management, infrastructure, problem solving, and enhancement/maintenance. **It should be noted that these projects are not yet funded, and the list is subject to change.**

3.1.3.1 Program Management Projects.

This category includes initiatives to implement and improve automation planning, control, training, and reporting.

Project Management Handbook   PM-001

The purpose of this Handbook is to provide a ready reference to assist HRM Automation Project Managers in the day-to-day performance of their functions. It will serve as a guide to correct FAA Orders, provide background information, answer commonly encountered questions, and offer suggestions. It is not intended to replace pertinent FAA Directives.

Study to Identify Opportunities for Functional Changes   PM-002

The purpose of this project is to define potential changes in organizational responsibilities of HRM function, which might be appropriate in light of automation. A study will be carried out to review current business processes to determine whether they are being carried out in an efficient and effective manner. Also, the study will identify those manual processes which would benefit from automation.

System Technical Guide   PM-003

Develop a guidebook for system developers which will contain reference material on the technical standards pertinent to the development and operations of HRM automation systems. The guide will provide a single source for identifying all pertinent standards and technical policies.

3.1.3.2 Infrastructure Projects.

This category includes initiatives to implement automation capability to collect, maintain, and report data including technology replacement. These projects require corporate <u>investment</u> over 3-8 years.

<u>Data Administration Program</u>   <u>I-001</u>

Create and operate a comprehensive HRM data administration program. The program will develop data standards, track data ownership responsibilities, build and maintain a comprehensive data dictionary, and all of the other classic data administration functions. The program will support <u>all</u> HRM automation activities whether national or regional.

<u>Data Modelling/Database Design Program</u>   <u>I-002</u>

Create a comprehensive model of all Human Resource data and participate with DOT personnel in the definition/design of the national level conceptual, logical, and physical database designs to support both the departmental level system as well as the agency level HRM systems.

<u>Regional Database Server</u>   <u>I-003</u>

Using Oracle servers, this project will provide a local database for reporting and tracking of local personnel information. The servers will provide a central focus for data access by each region.

<u>URL to NATURAL Transition</u>   <u>I-004</u>

Develop a team of people by teaching them both Data Management/User Request Language and ADABAS Natural to the extent that they could then complete the language conversion.

3.1.3.3 Problem Solving Projects.

This category includes initiatives to automate business processes pursuing objectives related to personnel productivity, improved decision support, and timely information reporting. These projects normally respond to efforts to reduce paperwork, speed up information flow, automate models, and eliminate rework.

Automated Computations   PS-001-Q

Automate the following computations using CPMIS data:
1) FERS annuity estimate
2) Service computation dates
3) Within grade due dates (excess LWOP)
4) Pay setting

Award Processing   PS-002-Q

The purpose of this project is to standardize throughout the FAA the processing of monetary awards. Study whether automation support is needed or appropriate, and validate conformance to applicable laws and regulations.

AWS Evaluation/Tracking System   PS-003

Two systems:
1) Enhance time and attendance processing to accommodate needs of alternative work schedules AWS) not currently available, i.e., 6 pay period limit on credit hours, rescheduled regular day off because of holiday, etc.

2) Reporting system on level of participation, effect on productivity, effect on morale.

Exit Interview Process   PS-004

The purpose of this project is to develop a survey instrument and process for evaluating retention and rapid/constant attrition of employees (especially affecting protected class individuals for purposes of workforce diversity). The Exit Interview Process will be nationally conducted through coordination and implementation by a designated region (AWP). Two pilot initiatives will be conducted, with one in AWP region and the other in AGL region. CAMI in AAC will serve to monitor and evaluate the initial data received from the regions and will make the necessary recommendations for first year implementation.

HRM Automated Budget System   PS-006

This would automate tracking of budget allocations and tracking of budget expenditure to ensure that allocations are not exceeded and lapses are captured early enough to be reallocated. Allocations and expenditures could be keyed into an integrated spreadsheet that would keep track of them by object class and use separate cost centers for programmer tracking. Spreadsheet would also include annual projected spending by cost center.

HRM Workforce Model   PS-007

The HR community has the responsibility of addressing NAS and other issues as they relate to human resources. A comprehensive workforce model will assist users within and outside of the HR community to estimate workforce impacts of new equipment, facility closures, or expenditures, etc.

HRM Workload Tracking   PS-008

This system would provide data on processing of actions by HRM personnel. The system would count actions by type for all types of transactions and provide reports to supervisors as required.

Internal Program/Project Storage System   PS-009

This system will provide for the electronic storage of memoranda, project papers, and other information on program and project activity in AHR. It will provide for on-line, cross-indexed access to the data by any AHR or regional HRMD employee.

Optical Disk OPFs   PS-010

This system will establish a system of document management for OPFs through the use of optical media and cross referencing systems.

Paperless Personnel Office   PS-011

This project has as its goal the elimination of all possible paper forms from the HRM environment, up to and including the creation of a paperless OPF. The approach would probably need to be on a form by form basis.

Position, Applicant & Announcement System   PS-012

This will be an integrated position-applicant-announcement system that includes a position description text file, accompanying classification and evaluation statements, KSA's, and crediting plans. These will tie into an automated vacancy announcement system, automated internal and external applicant supply files, and automated rating and ranking of candidates. It will generate an IDP and performance standards, and provide career planning (qualifications and training) for prospective applicants.

Position Classification System   PS-013

This system will provide an inventory of job element descriptions. Facilitate construction of PD's from job elements. Automate the assignment of series and grade level.

<u>Reference System</u>   <u>PS-014</u>

Provide an automated reference source for all HRM system users. Source would include FPM's, CFR's, FAA, and DOT directives, manuals, etc. System would also provide an electronic search capability.

<u>RIF Letter System</u>   <u>PS-015-Q</u>

Use data developed from CPMIS to an OATS platform in an automated system to generate RIF letters.

<u>Suggestion System</u>   <u>PS-016</u>

Create an automated suggestion box system to gather, store, and track suggestions, complaints, etc.

<u>Training Resource Utilization Modelling</u>   <u>PS-017</u>

Improvements in the identification of training requirements prior to budget year will require the identification of resources to meet those needs, which includes defining, allocating and providing those resources in the best way.

3.1.3.4 Enhancement/Maintenance Projects.

This category includes initiatives to improve existing system capabilities and overcome serious operational deficiencies being experienced.

<u>CPMIS Enhancements</u>   <u>E-001-Q</u>

Complete all critical proposed enhancements to CPMIS prior to implementation of IPPS, otherwise, they may get lost.

<u>EGATS Enhancements</u>   <u>E-002</u>

The purpose of this project is to provide SF-52 form updates to conform with Federal Personnel Manual requirements.

<u>EPAMS Performance Standards</u>   <u>E-003-Q</u>

The purpose of this project is to incorporate the use and availability of national performance standards into EPAMS.

Improve Access to CPMIS Training Data   E-004

Proper quota management requires access to CPMIS course/class/enrollment data at the regional/facility level. A daily download of CPMIS training data would provide information to those entities without CPMIS usage demands.

Labor Relations Help System   E-005-Q

This system will provide on-line, cross-indexed access for supervisors/managers to the contents of labor agreements, associated case law, management interpretation, examples, and advice.

SIDP Enhancements   E-006-Q

Resolve the many known problems with the automated aspects of SIDP.

SKYNET Implementation   E-007-Q

Validate the correct installation of the software and assess the quality of the system. Identify activity necessary to complete installation and define potential improvements.

TRIMATE/EGATS Interface to CPMIS   E-008-Q

Improve the current interface to CPMIS. This effort will be restricted to correcting known problems in the PC interface to CPMIS.

Windows Version of EPAMS   E-009-Q

Convert EPAMS from a text based user interface to a graphical user interface to take full advantage of the OATS environment.

Windows Version of HRM Applications   E-010

Review all HRM automation applications to determine appropriate candidates for a graphical user interface. Write automation project proposal for each system identified.

Figure 3-1, Projects Versus HRM Automation Goals

Categories: Enhancement | Problem Solving | Infrastructure | Program Management | Proposed Projects

Projects (columns):
Windows Version of HRM Apps · Improve Access to Training Data · Windows Version of EP/AMS · TRI/MATE/ECATS Interface · SKYNET Implementation · SIDP Enhancements · Labor Relations Help System · EP/AMS Performance Standards · ECATS Enhancements · CPMIS Enhancements · Training Resource Modeling · Suggestion System · RIF Letter System · Reference System · Position Classification System · Position, App & Ann System · Paperless Personnel Office · Optical Disk OP's · Internal Program Storage · HRM Workload Tracking · HRM Workforce Model · HRM Budget System · Exit Interview Process · Award Evaluation/Tracking · AWS Processing · Automated Computations · URL to NAT/PAL Transition · Regional Database Server · Data Modeling/Database Design · Data Administration Program · Systems Technical Changes · Study For Functional Changes · Project Management Handbook

HRM Automation Goals (rows):

Manage Human Resource Management (HRM) data as a corporate resource that is shared throughout the FAA as required.

Increase data standardization, integration, reliability, relevance, currency, accuracy, accessibility, consistency, and timeliness.

Increase FAA personnel productivity through reduction of paperwork, efficient work processes, and one time entry of data at its source.

Ensure that FAA HRM data and information systems are secure and private.

Provide automated systems capable of accommodating change. This includes adapting to changes in organization, business processes, data requirements, and technology, where feasible.

Provide automated systems which will support effective HRM decision making.

PROJECTED SCHEDULE.

Figure 3-2, Migration Timetable, provides a graphic depiction of the schedules for the proposed projects.

FY INITIATIVE	1992	1993	1994	1995	1996
Departmental/Agency Level					
Program Management					
AIT System Architecture					
Infrastructure					
CORN					
CPMIS					
IPPS					
Current HRM Projects					
Program Management					
HRM Automation Plan					
Infrastructure					
AHR Office Automation					
GroupStation 2000					
OATS Transition					
TMIS					
Problem Solving					
CTTMS					
EGATS					
EPAMS					
FJOL					
LR Case Tracking System					
MATES					
MPP					
PREPS					
SIDP					
SKYNET					
TRIMATE					
Proposed Projects					
Program Management					
Project Management Handbook					
Study to Identify Opportunities for Functional Changes *					
Systems Technical Guide					
Infrastructure					
Data Administration Program *					
Data Modelling/Database Design Program					
Regional Database Server *					
URL to NATURAL Transition *					
Problem Solving					
Automated Computations					
Award Processing					
AWS Evaluation/Tracking System *					
Exit Interview Process *					
HRM Automated Budget System *					
HRM Workforce Model *					
HRM Workload Tracking *					
Internal Program/Project Storage System *					
Optical Disk OPFs *					
Paperless Personnel Office *					
Position, Applicant & Announcement *					
Position Classification System *					
Reference System *					
RIF Letter System					
Suggestion System *					
Training Resource Utilization Modelling *					
Enhancement					
CPMIS Enhancements					
EGATS Enhancements					
EPAMS Performance Standards *					
Improve Access to CPMIS Training Data					
Labor Relations Help System *					
SIDP Enhancements					
SKYNET Implementation					
TRIMATE/EGATS Interface with CPMIS *					
Windows Version of EPAMS					
Windows Version of HRM Applications *					

Notes: 1) a dashed line denotes maintenance phase of project
2) an asterisk denotes projects which need further study to fully define requirements

Figure 3-2, Migration Timetable

PROJECTED FUNDING REQUIREMENTS.

Figure 3-3, Projected Funding Requirements, shows the funding requirements by fiscal year needed to support the projected schedule for all of the major HRM systems and projects. **It should be noted that the proposed projects are not yet funded, and the list of projects is subject to change.**

FY INITIATIVE	1992	1993	1994	1995	1996
Departmental/Agency Level					
Program Management					
AIT System Architecture					
Infrastructure					
CORN					
CPMIS	1055	1107	1161	1218	1278
IPPS					
Current HRM Projects					
Program Management					
HRM Automation Plan	50	50	50	50	50
Infrastructure					
AHR Office Automation	620	640	585	560	510
GroupStation 2000	40	45	30	30	30
OATS Transition	6000	6292	5731	5117	4925
TMIS	1200	1542	1542	1542	742
Problem Solving					
CTTMS	225	179	176	177	178
EGATS	69	69	72	76	80
EPAMS	75	100	50	50	50
FJOL	187	11	11	11	11
LR Case Tracking System	102	53	55	57	59
MATES	460	405	405	355	0
MPP	274	90	60	60	60
PREPS	110	150	150	150	50
SIDP	98	59	61	57	58
SKYNET	21	16	7	7	7
TRIMATE	208	138	146	165	165
Subtotal	10794	10946	10292	9672	8253
Proposed Projects					
Program Management					
Project Management Handbook	50				
Study to Identify Opportunities for Functional Changes *	50				
Systems Technical Guide	75				
Infrastructure					
Data Administration Program *	75				
Data Modelling/Database Design Program	100	300	50	50	50
Regional Database Server *	100				
URL to NATURAL Transition *	50				
Problem Solving					
Automated Computations	50				
Award Processing	50				
AWS Evaluation/Tracking System *	50				
Exit Interview Process *	80				
HRM Automated Budget System *	50				
HRM Workforce Model *	125				
HRM Workload Tracking *	50				
Internal Program/Project Storage System *	25				
Optical Disk OPFs *	25				
Paperless Personnel Office *	100				
Position, Applicant & Announcement System *	50				
Position Classification System *	25				
Reference System *	25				
RIF Letter System	50	75	10	10	10
Suggestion System *	25				
Training Resource Utilization Modelling *	50				
Enhancement					
CPMIS Enhancements					
EGATS Enhancements					
EPAMS Performance Standards *	25				
Improve Access to CPMIS Training Data	25				
Labor Relations Help System *	50				
SIDP Enhancements					
SKYNET Implementation					
TRIMATE/EGATS Interface with CPMIS *	25				
Windows Version of EPAMS	25				
Windows Version of HRM Applications *	50				
Subtotal	1530	375	60	60	60
TOTAL	12324	11321	10352	9732	8313

Notes: 1) costs may not reflect total costs for system operations
2) an asterisk denotes projects which require further study
to fully define requirements

Figure 3-3, Projected Funding Requirements

4.0
RESOURCES

4.1 FUNDING STATUS.

It should be noted that the proposed projects are not yet funded, and the list of projects is subject to change.

INITIATIVE ⟍ FY	1992	1993	1994	1995	1996
Projected Funding Requirements(Fig. 3-3)	12324	11321	10352	9732	8313
Current HRM Systems					
AHR Office Automation	620	640	585	560	510
CPMIS	1055	1107	1161	1218	1278
CTTMS	225	179	176	177	178
EGATS	44	41	43	46	49
EPAMS	75	0	0	0	0
FJOL	0	0	0	0	0
GroupStation 2000	15	30	30	30	30
HRM Automation Plan	0	0	0	0	0
LR Case Tracking System	52	53	55	57	59
MATES	460	405	405	355	0
MPP	274	90	60	60	60
OATS Transition	800	575	575	575	0
PREPS	0	0	0	0	0
SIDP	98	59	61	57	58
SKYNET	21	16	7	7	7
TMIS	1200	1500	1500	1500	700
TRIMATE	208	138	146	155	165
Total Current Funding	5147	4833	4804	4797	3094
UNMET FUNDING REQUIREMENTS	7177	6488	5548	4935	5219

Figure 4-1, Funding Status

APPENDIX A

List of Acronyms

AAD	Associate Administrator for Administration
ACR	Office of Civil Rights
ADP	Automated Data Processing
ADTN	Administrative Data Transmission Network
AHD	Office of Human Resource Development
AHR	Assistant (former Associate) Administrator for Human Resource Management
AHT	Office of Training and Higher Education
AIT	Office of Information Technology
ALR	Office of Labor and Employee Relations
APN	Office of Personnel
ASC	Automation Steering Committee
AWG	Automation Working Group
BSP	Business System Planning
CDP	Candidate Development Program
CLI	Command Line Interface
CMD	Center for Management Development
CORN	Computer Resource Nucleus
COTS	Commercial Off-The-Shelf
CPMIS	Consolidated Personnel Management Information System
CTTMS	Centralized Training Travel Management System
DAFIS	Departmental Accounting Financial Information System
DBMS	Database Management System
DG	Data General
DML	Data Management Language
DM/URL	Data Management/User Request Language
DOT	Department of Transportation
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
EGATS	Electronically Generated and Transmitted SF-52's
EPAMS	Employee Performance Appraisal Management System
EPG	Employee Participation Group
FAA	Federal Aviation Administration
FIRMR	Federal Information Resource Management Regulations
FJOL	Federal Job Opportunity Listing
FTE	Full Time Equivalent

GOSIP	Government Open Systems Interconnection Profile
GSA	General Services Administration
GUI	Graphical User Interface
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
IDP	Individual Development Plan
IPPS	Integrated Personnel/Payroll System
IRDS	Information Resource Dictionary Systems
IRM	Information Resource Management (or Manager)
IRMC	Information Resource Management Committee
IRMP	Information Resource Management Plan
IRS	Internal Revenue Service
I/S	Information System
KSA	Knowledge, Skills, and Abilities
LAN	Local Area Network
LRP	Long Range Plan
MATES	Modular Applicant Testing, Examining, and Screening System
MDP	Management Decision Paper
NIST	National Institute of Standards and Technology
OATS	Office Automation Technology and Services
OJT	On-the-Job Training
OMB	Office of Management and Budget
OPM	Office of Personnel Management
OPR	Office of Primary Responsibility
OWCP	Worker's Compensation
PC	Personal Computer
PETS	Personnel Employment Tracking System
PREPS	Personnel Reporting System
RIF	Reduction in Force
SIDP	Supervisory Identification and Development Program
SMO	Senior Management Official
SQL	Structured Query Language
TMIS	Training Management Information System

APPENDIX B

Project Sheets for Proposed Projects

NOTE: As projects are approved and an Office of Primary Responsibility and project manager are designated, those facts will be included in updates to this plan.

Project Title	Project #	Page #
Program Management		
Project Management Handbook	PM-001	B-3
Study to Identify Opportunities for Functional Changes	PM-002	B-4
Systems Technical Guide	PM-002	B-5
Infrastructure		
Data Administration Program	I-001	B-6
Data Modelling/Database Design Program	I-002	B-7
Regional Database Server	I-003	B-8
URL to NATURAL Transition	I-004	B-9
Problem Solving		
Automated Computations	PS-001-Q	B-10
Award Processing	PS-002-Q	B-11
AWS Evaluation/Tracking System	PS-003	B-12
Exit Interview Process	PS-004	B-13
HRM Automated Budget System	PS-006	B-14
HRM Workforce Model	PS-007	B-15
HRM Workload Tracking	PS-008	B-16
Internal Program/Project Storage System	PS-009	B-17

<u>Project Title</u>	<u>Project #</u>	<u>Page #</u>
Optical Disk OPF's	PS-010	B-18
Paperless Personnel Office	PS-011	B-19
Position, Applicant & Announcement System	PS-012	B-20
Position Classification System	PS-013	B-21
Reference System	PS-014	B-22
RIF Letter System	PS-015-Q	B-23
Suggestion System	PS-016	B-24
Training Resource Utilization Modelling	PS-017	B-25

Enhancements

CPMIS Enhancements	E-001-Q	B-26
EGATS Enhancements	E-002	B-27
EPAMS Performance Standards	E-003-Q	B-28
Improve Access to CPMIS Training Data	E-004	B-29
Labor Relations Help System	E-005-Q	B-30
SIDP Enhancements	E-006-Q	B-31
SKYNET Implementation	E-007-Q	B-32
TRIMATE/EGATS Interface to CPMIS	E-008-Q	B-33
Windows Version of EPAMS	E-009-Q	B-34
Windows Version of HRM Applications	E-010	B-35

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Project Management Handbook	Project Number:	PM-001

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[X]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[ ]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

The purpose of this Handbook is to provide a ready reference to assist HRM Automation Project Managers in the day-to-day performance of their functions. It will serve as a guide to interpret FAA Orders, provide background information, answer commonly encountered questions, and offer suggestions. It is not intended to replace pertinent FAA Directives.

It is our hope that this Handbook will contribute to the success of HRM's Automation Project Managers.

Relationship to Other Systems:

This Handbook will be a "living" document that draws upon the experiences Project Managers have with automation systems.

Anticipated Benefits:

An increase in the number of successful HRM Automation Project Managers and an increase in the quality of HRM automation projects.

Milestone:	Dates	Description
		Start writing
		Circulate for comment
		Publish
		First semi-annual update issued

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Study to Identify Opportunities for Functional Changes	Project Number:	PM-002

Type of Project:	
[X]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[ ]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

The purpose of this project is to define potential changes in organizational responsibilities of HRM function, which might be appropriate in light of automation.

A study will be carried out to review current business processes to determine whether they are being carried out in an efficient and effective manner. Also, the study will identify those manual processes which would benefit from automation.

Relationship to Other Systems:

Anticipated Benefits:

Streamline processing, provide more service to customer, provide more logical grouping of functions and services (One Stop Shopping). Promote single entry of data, accountability, increased accuracy, reduce redundant entry. Improve timeliness, reduce workload.

Milestone:	Dates	Description
		Study to determine requirements

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

Further automation development projects could result.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Systems Technical Guide	Project Number: PM-003

Type of Project:	
[X]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[ ]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Develop a guidebook for system developers which will provide AHR direction on the technical standards pertinent to the development and operation of HRM automation systems. The guide will provide a single source for identifying all pertinent standards and technical policies.

Relationship to Other Systems:

The referenced standards would be those approved by the Automation Working Group and would be consistent with agency guidelines.

Anticipated Benefits:

The guide will eliminate ambiguity and uncertainty for developers and operators and promote standardization.

Milestone:	Dates	Description
		Develop and distribute

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

The document will become a "living" document, updated periodically to accurately reflect standards.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Data Administration Program	Project Number:	I-001

Type of Project:

[   ]   Program Management (implement/improve planning, control, training, and reporting.)

[X]   Infrastructure (implement/replace technology used to collect, maintain, and report data.)

[   ]   Problem Solving (automate processes related to productivity, decision support, and reporting.)

[   ]   Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Create and operate a comprehensive HRM data administration program. The program will develop data standards, track data ownership responsibilities, build and maintain a comprehensive data dictionary, and all of the other classic data administration functions. The program will support all HRM automation activities whether national or regional. This program will also provide for systems which effectively address issues of security and privacy.

Relationship to Other Systems:

This program must be implemented in close harmony with similar activities being defined by the Office of Management Systems and the FAA System Architecture Development activity.

Anticipated Benefits:

Immense benefits in standardization, data purification, and development simplification.

(Activity becomes permanent responsibility.)

Milestone:	Dates	Description
		Establish HRM data dictionary

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

Over the life cycle - which is perpetual - the cost may enter the "large" category. The benefits will be commensurate with the quality of the effort.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Data Modelling/Database Design Program	Project Number:	I-002

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[X]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[ ]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Create a comprehensive model of all Human Resource data and participate with DOT personnel in the definition/design of the national level conceptual, logical, and physical database designs to support both the departmental level system as well as the agency level HRM systems.

Relationship to Other Systems:

Direct relationship to IPPS. Potential relationship to national program systems (e.g., FMIS).

Anticipated Benefits:

Mandatory approach to eliminate potential future development debacle. Brings order and control to the design and development of future systems.

Milestone:	Dates	Description
		Initiate program

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

While projected cost is under $1 million, this is only a preliminary estimate and the project duration and cost could extend/grow to the "large" category.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Regional Database Server	Project Number:	I-003

Type of Project:

[ ] Program Management (implement/improve planning, control, training, and reporting.)

[X] Infrastructure (implement/replace technology used to collect, maintain, and report data.)

[ ] Problem Solving (automate processes related to productivity, decision support, and reporting.)

[ ] Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Using Oracle servers, this project will provide a local database for reporting and tracking of local personnel information. The servers will provide a central focus for data access by each region.

Relationship to Other Systems:

Will use CPMIS data.

Anticipated Benefits:

Milestone:	Dates	Description
		Procure necessary hardware and software

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	URL to NATURAL Transition	Project Number:	I-004

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[X]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[ ]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Develop a team of people by teaching them both Data Management/User Request Language and ADABAS Natural to the extent that they could then complete the language conversion.

Relationship to Other Systems:

Assume that ADABAS/Natural is the database management system for IPPS.

Anticipated Benefits:

Both operational programs and reporting programs would be completed for IPPS.

Milestone:	Dates	Description
		Study to determine requirements
		Find and hire or contract people
		Complete training
		Complete conversion

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

Finding the right kind of people that are willing to commit to such a large task. Backup support at home.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Automated Computations	Project Number:	PS-001-Q

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Automate the following computations using CPMIS data:
1) FERS annuity estimate
2) Service computation dates
3) Within grade due dates (excess leave without pay)
4) Pay setting

Relationship to Other Systems:

Uses CPMIS and CUPS data.

Anticipated Benefits:

Time saving/productivity increases.

(No special funding required - work to be performed by APN-100 staff.)

Milestone:	Dates	Description
		Initiate development
		Complete development plans
		All computations complete

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Award Processing	Project Number:	PS-002-Q

Type of Project:

[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

The purpose of this project is to standardize throughout the FAA the processing of monetary awards. Study whether automation support is needed or appropriate, and validate conformance to applicable laws and regulations.

Relationship to Other Systems:

Involves CPMIS, CUPS, and EGATS.

Anticipated Benefits:

Increased efficiency and accuracy of award processing.

Milestone:	Dates	Description
		Perform analysis

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

Further automation development project could result.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	AWS Evaluation/Tracking System	Project Number: PS-003

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Two systems:

1) Enhance time and attendance processing to accommodate needs of alternative work schedules (AWS) not currently available, i.e., 6 pay period limit on credit hours, rescheduled regular day off because of holiday, etc.

2) Reporting system on level of participation, effect on productivity, effect on morale.

Relationship to Other Systems:

T&A processing will need to be involved, and data generated from the payroll system on usage of AWS, number of participants, what form was selected. Also, any productivity data available will need to be used to measure the effect on productivity using old data from before AWS.

Anticipated Benefits:

Evaluation of cost-effectiveness of AWS to determine if it should continue.

Milestone:	Dates	Description
		Study to determine requirements
		Set up data classes and tracking systems
		Use one year of data to produce an evaluation

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

1) Difficulty in obtaining data.
2) Difficulty in measuring productivity.
3) Tracking systems

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Exit Interview Process	Project Number:	PS-004

Type of Project:

[   ] Program Management (implement/improve planning, control, training, and reporting.)

[   ] Infrastructure (implement/replace technology used to collect, maintain, and report data.)

[X] Problem Solving (automate processes related to productivity, decision support, and reporting.)

[   ] Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

To develop a survey instrument and process for evaluating retention and rapid/constant attrition of employees (especially affecting protected class individuals for purposes of workforce diversity). The FAA Exit Interview Process (EIP) will be nationally conducted through coordination and implementation by a designated region (AWP). Two pilot initiatives will be conducted with one in the AWP region and the other in the AGL region. CAMI in AAC will serve to monitor and evaluate the initial data received from the regions and will make the necessary recommendations for first year implementation.

Relationship to Other Systems:

CPMIS data will be used from the regional office to generate the individual employee leaving the agency. (i.e. pertinent employee data, address, etc.)

Anticipated Benefits:

The information received from the questionnaire will provide information on retention, attrition, and relevant information as to why individuals are discontinuing employment with the FAA. Other policies, procedures, and practices within the FAA may be affected by information received form the EIP. The major benefit will be to streamline the database so that it is correct, useful, and pertinent in identifying programs and practices which may require adjustment for accentuating and building diversity within the FAA.

Milestone:	Dates	Description
		Completion of pilots
		Purchase of software and EIP programming in each region
		Training of regional staff
		Procurement of regional guides on EIP
		National EIP implementation

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

The down loading of CPMIS data and the possible interface of data (such as addresses and personal employee information) may require adjustment throughout the pilot and initial program implementation stage. Also, adjustments to the system for purposes of flexibility may be required. Although the questionnaire will have standard and uniform language, there will be portions of the questionnaire which can be created for the regional or local employing jurisdiction to assess local issues/concerns. APN is the program office to oversee the pilot and implementation of the automated EIP.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	HRM Automated Budget System	Project Number:	PS-006

Type of Project:

[   ]   Program Management (implement/improve planning, control, training, and reporting.)

[   ]   Infrastructure (implement/replace technology used to collect, maintain, and report data.)

[X]   Problem Solving (automate processes related to productivity, decision support, and reporting.)

[   ]   Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

This would automate tracking of budget allocations and tracking of budget expenditure to ensure that allocations are not exceeded and lapses are captured early enough to be reallocated. Allocations and expenditures could be keyed into an integrated spreadsheet that would keep track of them by object class and use separate cost centers for programmer tracking. Spreadsheet would also include annual projected spending by cost center.

Relationship to Other Systems:

This is related to CPMIS/DAFIS and SAM (budget automated systems used in eastern region)

Anticipated Benefits:

Current information on expenditures versus allocations and projected expenditures would allow reallocation of funds and ensure that funds are properly used according to plans made at the beginning of the year and not lost.

Milestone:	Dates	Description
		Study to determine requirements

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

Further automation development projects could result.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	HRM Workforce Model	Project Number:	PS-007

Type of Project:	
[　]	Program Management (implement/improve planning, control, training, and reporting.)
[　]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[　]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

The HR community has the responsibility of addressing NAS and other issues as they relate to human resources. A comprehensive workforce model will assist users within and outside of the HR community to estimate workforce impacts of new equipment, facility closures, or expenditures, etc.

Relationship to Other Systems:

The model should be supportive of agency-wide planning and requires the active support of the national programs.

Anticipated Benefits:

The model will support projections of training needs, attrition estimates, workforce profiles, and other workforce trends.

Milestone:	Dates	Description
		Feasibility study/requirements analysis
		Data gathering/prototyping
		Liaison with national programs
		Model refinement
		Testing and fielding

Size Estimate:	[　] Small (< $300K)	[　] Medium ($300K > $1 MIL)	[X] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	HRM Workload Tracking	Project Number:	PS-008

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

This system would provide data on processing of actions by HRM personnel. The system would count actions by type for all types of transactions and provide reports to supervisors as required.

Relationship to Other Systems:

This system would draw transaction count data from CPMIS, EGATS, TRIMATE, and all other HRM transaction systems.

Anticipated Benefits:

The system would allow supervisors to monitor workload patterns and support staffing decisions.

Milestone:	Dates´	Description
		Analysis
		Development
		Testing and implementation

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Internal Program/Project Storage System	Project Number:	PS-009

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

This system will provide for the electronic storage of memoranda, project papers, and other information on program and project activity in AHR. It will provide for on-line, cross-indexed access to the data by any AHR or regional HRMD employee.

Relationship to Other Systems:

Will access relevant data from electronic office file storage systems as they are created.

Anticipated Benefits:

Will expedite research when new programs/projects are started. Will help prevent duplication of effort across the HRM community.

Milestone:	Dates	Description
		Study to determine requirements
		System definition
		Hardware/software requirement
		Contract for hardware, software and system
		Operational

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

No significant technical problems. Will require in-house or contract resources for analysis, abstract writers, and cross-indexing over the long-term. Will require organizational commitment to providing input data in a structured way.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Optical Disk Official Personnel Folders	Project Number:	PS-010

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

To establish a system of document management for OPFs through the use of optical media and cross referencing systems.

Relationship to Other Systems:

Any other system that captures personnel data.

Anticipated Benefits:

- Produce originals, records.
- Eliminate alteration of records
- Fast data searches of personnel qualifications and experiences

Milestone:	Dates	Description
		Study to determine requirements
		Determine population to be included in phases
		Determine cross reference requirements
		Documentation preparation for Phase 1
		Installation of first optical disk system

Size Estimate:	[ ] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[X] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

- Financially balance cost against cost of system
- Determination of population (who will be included)
- Development of indexing scheme

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Paperless Personnel Office	Project Number: PS-011

Type of Project:

[ ]   Program Management (implement/improve planning, control, training, and reporting.)

[ ]   Infrastructure (implement/replace technology used to collect, maintain, and report data.)

[X]   Problem Solving (automate processes related to productivity, decision support, and reporting.)

[ ]   Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

This project has as its goal the elimination of all possible paper forms from the HRM environment, up to and including the creation of a paperless OPF. The approach would probably need to be on a form by form basis.

Relationship to Other Systems:

All systems which either depend on the use of printed forms as a source of input data, or produce printed output forms, or both, are affected.

Anticipated Benefits:

Significant reduction in storage costs, paper handling costs, and printer costs. Workplace efficiency should be greatly enhanced.

Milestone:	Dates	Description
		Feasibility study

Size Estimate:	[ ] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[X] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

This project is potentially very large. It is dependent on government regulations, particularly those of OPM.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Position, Applicant & Announcement System	Project Number: PS-012

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

This will be an integrated position-applicant-announcement system that includes a position description text file, accompanying classification and evaluation statements, KSA's, and crediting plans. These will tie into an automated vacancy announcement system, automated internal and external applicant supply files, and automated rating and ranking of candidates. It will generate an IDP and performance standards, and provide career planning (qualifications and training) for prospective applicants.

Relationship to Other Systems:

It will enhance PETS for other than 2152's. This is a large system with many modules. The modules can be developed independently and interfaced as ready.

Anticipated Benefits:

Human Resource offices will have a more efficient announcement system, saving time and resources. Applicants will be better taken care of with easier bidding processes. Managers/supervisors will obtain selection lists quicker. Candidates will have better career planning tools. Selectees will have more comprehensive training plans and more timely performance standards.

Milestone:	Dates	Description
		Study to determine requirements
		Module 1. Vacancy announcement and applicant supply tracking
		Module 2. Position descriptions, KSA's, crediting plans, IDP (basic), quals (basic)
		Module 3. More sophisticated applicant supply - rating and ranking of candidates, electronic 171 and KSA's
		Module 4. Career planning (quals, training)

Size Estimate:	[ ] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[X] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Position Classification System	Project Number:	PS-013

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Inventory of job element descriptions. Facilitate construction of PD's from job elements. Automate the assignment of series and grade level.

Relationship to Other Systems:

Anticipated Benefits:

Facilitate the writing of position descriptions by supervisors.

Milestone:	Dates	Description
		Study to determine requirements

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Reference System	Project Number:	PS-014

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Provide an automated reference source for all HRM system users. Source would include FPM's, CFR's, FAA, and DOT directives, manuals, etc. System would also provide an electronic search capability.

Relationship to Other Systems:

Potential use of the system "JURIS' is already being investigated. That investigation should be broadened to include the issues above.

Anticipated Benefits:

Milestone:	Dates	Description
		Feasibility study ($25K)

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	RIF Letter System	Project Number:	PS-015-Q

Type of Project:

[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Use data developed from CPMIS to an OATS platform in an automated system to generate RIF letters.

Relationship to Other Systems:

Uses CPMIS data.

Anticipated Benefits:

Reduce manual effort, improve efficiency, and capture RIF data for later analysis.

(System is in development at the Aeronautical Center.)

Milestone:	Dates	Description
		Testing and documentation completed, ready for release

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Suggestion System	Project Number: PS-016

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[X]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[ ]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Create an automated suggestion box system to gather, store, and track suggestions, complaints, etc.

Relationship to Other Systems:

The majority of the functionality required to support this system should be present in a combination of CORN/OATS/Electronic Mail systems. The AF suggestion tracking system may also be of use.

Anticipated Benefits:

The ability to efficiently and effectively track suggestions and process them through the organizational system, thus spotting problems and good ideas as early as possible.

Milestone:	Dates	Description
		Feasibility study
		Development, testing, implementation

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

Some software development to produce modules to work in conjunction with E-Mail system may be required.

R-24

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Training Resource Utilization Modelling	Project Number: PS-017

Type of Project:

[ ]   Program Management (implement/improve planning, control, training, and reporting.)

[ ]   Infrastructure (implement/replace technology used to collect, maintain, and report data.)

[X]   Problem Solving (automate processes related to productivity, decision support, and reporting.)

[ ]   Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Improvements in the identification of training requirements prior to budget year will require the identification of resources to meet those needs, which includes defining, allocating and providing those resources in the best way.

Relationship to Other Systems:

1.   Pricing from CTTMS
2.   Scheduling from AAC-900
3.   STARS/FMIS data
4.   NAS data
5.   Call for Training Requirements from TRIMATE
6.   Flight Standards Resource Management System

Anticipated Benefits:

Resource leveling prior to budget year. Resource identification prior to budget year.

Milestone:	Dates	Description
		Study to determine requirements

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	CPMIS Enhancements	Project Number:	E-001-Q

Type of Project:

[   ]   Program Management (implement/improve planning, control, training, and reporting.)

[   ]   Infrastructure (implement/replace technology used to collect, maintain, and report data.)

[X]   Problem Solving (automate processes related to productivity, decision support, and reporting.)

[   ]   Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Complete all critical proposed enhancements to CPMIS prior to implementation of IPPS, otherwise, they may get lost.

Relationship to Other Systems:

Possibly CUPS, EGATS, TRIMATE. CPMIS becomes IPPS, and so these known enhancements should be completed.

Anticipated Benefits:

Improve capabilities of CPMIS and IPPS in line with regional requests.

Milestone:	Dates	Description
		Identify and define critical requirements
		Complete plan including priorities and resource needs
		Begin work
		Complete known enhancements

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

Resource problem regarding finding URL programmers to do the work. Solution: contractors and team of CPMIS managers from field.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	EGATS Enhancements	Project Number: E-002

Type of Project:

[   ]   Program Management (implement/improve planning, control, training, and reporting.)

[   ]   Infrastructure (implement/replace technology used to collect, maintain, and report data.)

[   ]   Problem Solving (automate processes related to productivity, decision support, and reporting.)

[X]   Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

The purpose of this project is to provide SF-52 form updates to conform with Federal Personnel Manual requirements.

Relationship to Other Systems:

Anticipated Benefits:

Milestone:	Dates	Description
		Begin enhancements

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	EPAMS Performance Standards	Project Number: E-003-Q

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[ ]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[X]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

The purpose of this project is to incorporate the use and availability of national performance standards into EPAMS.

Relationship to Other Systems:

Potential relationship to IPPS.

Anticipated Benefits:

Reduction of workload - standards will not have to be re-entered.

Milestone:	Dates	Description
		Obtain Standards from Program Offices
		Enter Standards into EPAMS
		Distribute updated EPAMS (Estimate $50K)

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Improve Access to CPMIS Training Data	Project Number: E-004

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[ ]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[X]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Proper quota management requires access to CPMIS course/class/enrollment data at the regional/facility level. A daily download of CPMIS training data would provide information to those entities without CPMIS usage demands.

Relationship to Other Systems:

Daily download of training information into Data Generals. Related to CPMIS, TRIMATE, and PREPS. Management requirements will determine which systems are affected.

Anticipated Benefits:

Better utilization of existing quota. Giving tools to services to do quota management.

Milestone:	Dates	Description
		Study to determine requirements

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Labor Relations Help System	Project Number: E-005-Q

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[ ]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[X]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

This system will provide on-line, cross-indexed access for supervisors/managers to the contents of labor agreements, associated case law, management interpretation, examples, and advice.

Relationship to Other Systems:

Will draw on Personnet data, (maybe LEXIS and/or JURIS), and will need additional internally generated and updated information.

Anticipated Benefits:

More uniform application of labor agreements, increasing the confidence of supervisors and managers, fewer lost cases (grievances, ULP's, etc.).

Milestone:	Dates	Description
		Study to determine requirements
		System definition
		Contract Let
		Installation/Training
		Operational

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

Will require substantial LR personnel time to create the internal information. Will require long-term commitment to maintaining the system. There may be licensing problems with Personnet and LEXIS.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	SIDP Enhancements	Project Number:	E-006-Q

Type of Project:	
[　]	Program Management (implement/improve planning, control, training, and reporting.)
[　]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[　]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[X]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

The Supervisory Identification and Development Program (SIDP) was established to identify and develop candidates for selection to first-level operational supervisory positions.

The SIDP data is fragmented between CPMIS and the DG databases. The DG database disagrees with the CPMIS data because of the time lag between updates. In addition, the SIDP managers cannot access DG databases outside their region. Out-of-region bidder packages must be prepared by the other region and mailed. These problems cause confusion, delays, and increased workload.

A recent Automation Needs Analysis Report on SIDP outlines three options: a.) upgrade the current system, b.) replace SIDP with a workstation-based system, or c.) replace SIDP with a mainframe-based system.

Relationship to Other Systems:

CPMIS, HR database.

Anticipated Benefits:

Reduced workload on SIDP managers and faster preparation of candidate data packages.

Milestone:	Dates	Description
		Evaluate SIDP Automation Needs Analysis Report and formulate recommendations.

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	SKYNET Implementation	Project Number: E-007-Q

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[ ]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[X]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Assess the quality of the system. Identify activity necessary to complete a satisfactory installation. Evaluate and/or test SKYNET to ensure that software has been correctly installed.

Relationship to Other Systems:

Potential relationship to future E-Mail/conferencing capabilities.

Anticipated Benefits:

Improve communications in the HRM community.

(APN-100 resources will assess.)

Milestone:	Dates	Description
		Assessment and recommendations

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	TRIMATE/EGATS Interface to CPMIS	Project Number:	E-008-Q

Type of Project:

[   ]   Program Management (implement/improve planning, control, training, and reporting.)

[   ]   Infrastructure (implement/replace technology used to collect, maintain, and report data.)

[   ]   Problem Solving (automate processes related to productivity, decision support, and reporting.)

[X]   Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Improve the current interface to CPMIS. This effort will be restricted to correcting known problems in the PC interface to CPMIS.

Relationship to Other Systems:

Anticipated Benefits:

Eliminate operations problems.

(APN-100 currently working on the problem.)

Milestone:	Dates	Description
		Complete fixes

Size Estimate:	[ ] Small (< $300K)	[X] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	**Windows Version of EPAMS**	**Project Number:** E-009-Q

Type of Project:

[ ] Program Management (implement/improve planning, control, training, and reporting.)

[ ] Infrastructure (implement/replace technology used to collect, maintain, and report data.)

[ ] Problem Solving (automate processes related to productivity, decision support, and reporting.)

[X] Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Convert EPAMS from a text based user interface to a graphical user interface to take full advantage of the OATS environment.

Relationship to Other Systems:

Provides performance data to CPMIS.

Anticipated Benefits:

Reduce learning time, eliminate memory problems when running under Windows, allow use of Microsoft Word as text editor and spellchecker.

Milestone:	Dates	Description
		Study to determine requirements
		User group
		Prototype
		Distribute

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

Further automation development projects could result.

HUMAN RESOURCE MANAGEMENT PROJECT PROPOSAL WORKSHEET

Title:	Windows Version of HRM Applications	Project Number: E-010

Type of Project:	
[ ]	Program Management (implement/improve planning, control, training, and reporting.)
[ ]	Infrastructure (implement/replace technology used to collect, maintain, and report data.)
[ ]	Problem Solving (automate processes related to productivity, decision support, and reporting.)
[X]	Enhancement/Maintenance (improve existing capabilities and operations deficiencies.)

Description & Purpose:

Review all HRM automation applications to determine appropriate candidates for a graphical user interface. Write automation project proposal for each system identified.

Relationship to Other Systems:

Reduce learning time and take full advantage of OATS environment.

Anticipated Benefits:

Reduce learning time, eliminate memory problems when running under Windows, allow use of Microsoft Word as text editor and spellchecker.

Milestone:	Dates	Description
		Study to determine requirements
		Produce list of candidates
		Evaluate
		Write project proposals

Size Estimate:	[X] Small (< $300K)	[ ] Medium ($300K > $1 MIL)	[ ] Large (> $1 MIL)

Anticipated Technical, Scheduling & Financial Problems/Potential Solutions:

Further automation development projects could result.

APPENDIX C

System Summaries

Notes:
1) Projected personnel costs have been increased by 4% annually.
2) Projected contractor costs have been increased by 8% annually.
3) Headquarters funding costs reflect only costs actually borne by headquarters and may not reflect the actual costs for a given system.

AHR OFFICE AUTOMATION (AHROA)

Purpose:		ID:	221118

Purpose:

Provide a system of office automation support which includes document and calendar control, electronic mail, spreadsheet application, graphics, correspondence control, travel expense accounting, and word processing tools. Improve individual productivity and information access and transfer within the Associate Administration for Human Resource Management (AHR).

ID:	221118
TYPE (P = project/S = system):	S
IRMP Revised (MM/DD/YY):	09/21/90
Prgm Summary Report Revised (MM/DD/YY):	11/07/91 (rev 1)

Description:

All system features are essentially based on a local area network which provides ease of access and organization to office automation tools. The system uses state of the art network technology and is supported under the Office Automation Technology and Services (OATS) concept through a technical services support contract.

User(s):	1.	The position of Manager uses correspondence, management tracking, and interoffce communication (E-mail).
	2.	The Technical/Professional Staff uses correspondence, database and spreadsheet applications, programming, and interoffice communication (E-mail).
	3.	The position of Secretary/Clerk uses correspondence and interoffice communication (E-mail).

Comments/Remarks:

AT&T provides office automation support to the Associate Administrator for Human Resources Management (AHR). This support is for equipment and software installation, maintenance, and troubleshooting.

HRM Short Term Objective:

Provide the AHR organization with the necessary equipment, software, and support to effectively utilize the facilities provided by this system.

HRM Long Term Objective:

Support the use of a variety of tools and equipment through a standard suite of hardware and software. Use updated tools and processes to increase unit productivity, quality of output, and individual level of expertise. Enable the system to be self-sufficient.

Date Requested (MM/DD/YY):	
Requesting Organization:	Executive Staff (AHR-10)
Development Organization:	Executive Staff (AHR-10)
Operation Organization:	Executive Staff (AHR-10)
Maintenance Organization:	Executive Staff (AHR-10)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operations	1577.0	1517.0	620.0	640.0	585.0	560.0	510.0	0.0	0.0	6009.0
Funding	1577.0	1517.0	620.0	640.0	585.0	560.0	510.0	0.0	0.0	6009.0

*   Represents each region or center division

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DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. NO SCHEDULE AVAILABLE			

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
IBM	PC	176	Personal computer
AT&T	OATS	94	Desktop microcomputer
Unknown		1	Ethernet equipment

NATIONAL NETWORK Network Name   3COM

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
Various	various	Many	Misc. wordprocessor, spreadsheets, communication pkgs., databases, etc.

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
NO INTERFACE WITH OTHER SYSTEMS				

CONSOLIDATED PERSONNEL MANAGEMENT INFORMATION SYSTEM (CPMIS)

Purpose:		
Process and record personnel-related data for the Department of Transportation (DOT). This data is passed to the Consolidated Uniform Payroll System (CUPS) for payroll processing. The data is used within the Federal Aviation Administration (FAA) to process and record personnel, training, budget, security, and civil rights information.	**ID:**	220816
	TYPE (P=project/S=system):	S
	IRMP Revised (MM/DD/YY):	09/21/90
	Prgm Summary Report Revised (MM/DD/YY):	10/08/91 (baseline)

Description:

CPMIS is the largest and most important system that supports human resource management. The five (5) CPMIS subsystems support personnel, training, budget, security, and civil rights.

User(s):	1.	The position of CPMIS Manager trains users, manages regional CPMIS system, writes CPMIS programs for users.
	2.	The position of Personnel, Security and Budget Specialist performs data entry and information retrieval.
	3.	The position of HQ CPMIS Specialist writes and maintains programs for all regions and HQ. Performs information input and retrieval for Human Resources.

Comments/Remarks:

None.

HRM Short Term Objective:

Enhance current services for user interface, additional reports, and interfaces with other systems.

HRM Long Term Objective:

Plan and prepare for a modern automated replacement system.

Date Requested (MM/DD/YY):	03/17/75
Requesting Organization:	Human Resources Management Automation Division (APN-100)
Development Organization:	Human Resources Management Automation Division (APN-100)
Operation Organization:	Human Resources Management Automation Division (APN-100)
Maintenance Organization:	Data Services Division (AAC-300)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operations	40797.4	4007.3	4181.8	4180.1	4388.0	4606.5	4835.7	0.0	0.0	66996.8
Funding	13420.0	1520.0	1055.0	1106.8	1161.1	1218.2	1278.1	0.0	0.0	20759.2

*   Represents each region or center division

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DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. None available			

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
IBM	3090	1	Mainframe computer
Lee Data	84	many	PC-AT remote access terminal
Lee Data	700	many	PC-XT remote access terminal
Lee Data	2136	many	3865X remote access terminal

NATIONAL NETWORK Network Name   Administrative Data Transmission Network (ADTN)

Note: Wide area network operated by Sprint under contract to Telecommunications Operations and Administrative Branch (ASM-310).

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
FAA	DM/URL	1	Data management/user retrieval language
FAA	CPMIS User Interface S/W	1	Remote communication software

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
Consolidated Uniform Payroll System (CUPS)	010722	Both	Every other week	Batch transfer payroll data to CUPS and personnel data from CUPS.
Human Resource (HR) Database on Data General Computer	N/A	Output	Weekly	CPMIS transfer data to the HR database for use by local applications.

CENTRALIZED TRAINING TRAVEL MANAGEMENT SYSTEM (CTTMS)

Purpose:		ID:	221301
Permit FAA Academy the management, control, and administration of travel funds for FAA national training.		TYPE (P = project/S = system):	P
		IRMP Revised (MM/DD/YY):	09/24/90
		Prgm Summary Report Revised (MM/DD/YY):	10/08/91 (baseline)

Description:

CTTMS assists Headquarters and Mike Monroney Aeronautical Center (AAC) personnel who administer and process training travel data.

User(s):	1.	The position of System Manager manages and operates system.
	2.	The position of Budget Analyst reviews output budget reports. Projects and manages training travel costs.
	3.	The position of Accounting Specialist reviews output budget reports for accuracy and conformance with accounting policies.
	4.	The position of Training Program Management Officer reviews budget reports. Tracks and manages training travel costs.

Comments/Remarks:

Since 1 October 1990, FAA national training travel was centrally funded and administered by the Aeronautical Center (AAC). CTTMS will provide automated system support to better manage these funds. Funding costs include voice and data communications expenses. AHT is re-evaluating its role with respect to CTTMS and this system may undergo funding changes.

HRM Short Term Objective:

Complete enhanced core system (Phase II).

HRM Long Term Objective:

Enhance system for changing needs. Integrate system with Training Management Information System (TMIS). Migrate system to Computer Resources Nucleus/Office Automation Technology and Services (CORN/OATS) environment.

Date Requested (MM/DD/YY):	03/09/90
Requesting Organization:	Associate Administrator for Human Resource Management (AHR)
Development Organization:	Data Services Division (AAC-300)
Operation Organization:	Aeronautical Center - Budget Division (AAC-30) Strategic Planning, Policy and Budget Staff (AHT-10) Career Systems Division (AHD-200) Executive Staff (AHR-10)
Maintenance Organization:	Data Services Division (AAC-300)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	256.5	456.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	713.0
Operations	0.0	0.0	224.5	178.8	176.0	176.9	177.7	0.0	0.0	933.9
Funding	244.0	329.5	224.5	178.6	176.0	176.9	177.7	0.0	0.0	1507.2

*   Represents each region or center division

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DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	03/09/90		03/09/90
2. Develop Mainframe Core System (Phase I)	10/01/90		10/01/90
3. Enhance Core System - Field Access & Basic System Enhancements (Phase II)	12/31/91		
4. Develop Budget Module (Phase III)	03/31/92		
5. Expand to Facilities & Equipment Funded Courses (Phase IV)	06/31/92		
6. Develop Enhanced Distributed System (Phase V)	09/01/91	09/30/93	
7. Integrate with TMIS (Phase VI)	09/30/94		
8. Project Completion	09/01/91	09/30/94	

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
AT&T	OATS	8	PC in AAC-30/300
IBM	3090	1	Mainframe at AAC-30E
Harris	9200	15	Modem at Regional Offices

NATIONAL NETWORK <u>Network Name</u>   Administrative Data Transmission Network (ADTN)

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
Attachmate	Extra! 3270 Gateway Option	1	LAN network software
Attachmate	Extra! Connectivity Software	8	3170 emulation program
3COM	386-401	1	LAN at AAC-300
AT&T	StarLan	1	LAN at AAC-30
Oracle	Oracle 5.1	2	Client/server DBMS
Software AG	ADABAS	1	IBM DBMS
Software AG	NATURAL	1	4GL programming language
Software AG	NATURAL Connection	4	Mainframe-PC communication link

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
Training Management Information System (TMIS)	220804	To be determined	To be determined	TMIS is in early stages of development.
Consolidated Personnel Management Information System (CPMIS)	220816	Input	Weekly transfer	Batch transfer of data on quotas for training enrollment.
Departmental Accounting Financial Information System (DAFIS)	DOT system	Input	Weekly	Batch transfer of cost data.

ELECTRONICALLY GENERATED AND TRANSMITTED SF-52 (EGATS)

Purpose:	ID:	220809
Provide an automated system for generating and processing requests for personnel actions (SF-52).	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	10/05/90
	Prgm Summary Report Revised (MM/DD/YY):	09/30/91 (rev 2)

Description:

EGATS permits managements to track personnel actions throughout the process and provides a method for submission of personnel actions.

User(s):	1.	The position of EGATS System Manager manages and establishes and maintains user profiles and updates tables.
	2.	The position of Personnel Specialist processes and reviews SF-52s.
	3.	The position of Administrative Officer enters and reviews SF-52s.
	4.	The position of Clerk typist/Secretary processes SF-52s.

Comments/Remarks:

The anticipated annual cost of system management is 20% of the salaries of the region/center system managers. Also, prior funding includes $250K for Data General upgrades. This $250K could have been distributed between EGATS, MATES, SIDP, and TRIMATE, all of which are applications which run on the Data Generals. Operations Cost for FY95 & FY96 will change when the DG's are phased out.

HRM Short Term Objective:

Implement system at headquarters.

HRM Long Term Objective:

Migrate system, as required, to the Computer Resources Nucleus/Office Automation Technology and Services (CORN/OATS) environment. Migration may involve system conversion or assumption of EGATS' requirements into a successor system.

Date Requested (MM/DD/YY):	09/01/85
Requesting Organization:	Staffing Policy Division (APN-200)
Development Organization:	Human Resources Management Division (AAL-10)
Operation Organization:	Each HRMD (Axx-10)*
Maintenance Organization:	Human Resource Management Division (AAL-10)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	164.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	519.2
Operations	413.2	61.0	69.4	68.5	71.9	75.6	79.5	0.0	0.0	589.1
Funding	459.6	24.0	43.5	40.7	43.2	45.9	48.8	0.0	0.0	854.6

*   Represents each region or center division

DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	09/01/85		09/01/85
2. Stand-alone Regional System	10/30/87		10/30/87
3. Download Interface to CPMIS	06/01/88		12/30/88
4. Initial Training and Implementation of Full System	06/01/88		10/01/89
5. Complete Implementation	12/01/87		06/30/90
6. Project Completion	06/30/90		06/30/90

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
Data General	MV/15000 (model 10)	12	Minicomputer (one per region/center)

NATIONAL NETWORK Network Name   None used

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
Data General	AOS DG/DBMS	12	CODASYL-based DBMS (one per region/center)
Data General	AOS/VS	12	Advanced operating system (one per region/center)

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
Extension of Training Subsystem to Field Office Facility Level (TRIMATE)	220810	N/A	N/A	Interface limited to shared human resource (HR) data base located on Data General minicomputer.
Consolidated Personnel Management Information System (CPMIS)	220816	Both	Weekly personnel data transferred to HR data base. SF-52 data transferred to CPMIS as necessary.	CPMIS to HR data base via batch operation. EGATS to CPMIS performed on-line.

ELECTRONIC PERFORMANCE APPRAISAL MANAGEMENT SYSTEM (EPAMS)		

Purpose:

Provide automated support for performance appraisal process to permit interactive development of performance elements and screen driven appraisal writing.

ID:	220805
TYPE (P = project/S = system):	P
IRMP Revised (MM/DD/YY):	09/24/90
Prgm Summary Report Revised (MM/DD/YY):	09/30/91 (baseline)

Description:

EPAMS maintains personnel performance rating information and other related data on current employees. It maintains performance standards, performance rating, and "weighting" data for employees. Calculated ratings are checked against rated job elements.

User(s):   1.   The position of Supervisor (with PMS employee) generates standards, appraisals, and supervisory notes.

Comments/Remarks:

System development was undertaken during FY90 by the Human Resource Management Division (AAC-10) to reduce the effort necessary to prepare and submit performance evaluations. The system was coordinated from its inception with related Associate Administrator for Human Resource Management (AHR) offices and with the Information Resources Management Program (IRMP) to ensure proper development as a National System. EPAMS has been implemented nationally.

The purpose of EPAMS is to automate the performance appraisal process, allowing interactive development of performance elements and screen driven appraisal writing. Funding for EPAMS after FY92 is in planning.

HRM Short Term Objective:

Implement second stage of system which will provide managers with a formatted output file to load into the Consolidated Personnel Management Information System (CPMIS) via CPMIS terminal.

HRM Long Term Objective:

Further develop EPAMS to incorporate several additional features, including an electronic employee file and a CPMIS interface that will provide managers, supervisors, and employees with accurate, up-to-date personnel information to process performance appraisals and other personnel actions.

Date Requested (MM/DD/YY):	10/01/89
Requesting Organization:	Office of Human Resources Development (AHD-200)
Development Organization:	Data Services Division (AAC-300)
Operation Organization:	All FAA PMS Supervisors
Maintenance Organization:	Data Services Division (AAC-300)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	50.0	65.0	75.0	50.0	0.0	0.0	0.0	0.0	0.0	190.0
Operations	0.0	0.0	0.0	50.0	50.0	50.0	50.0	0.0	0.0	200.0
Funding	50.0	65.0	75.0	100.0	50.0	50.0	50.0	0.0	0.0	440.0

*   Represents each region or center division

DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	10/01/89		10/01/89
2. Establish Functional Requirements	02/28/90		02/28/90
3. Complete System Development	07/31/90		07/31/90
4. Complete Initial Distribution	09/30/90		09/30/90
5. 1st Release Ver. 1.0, 1.1 Implementation	09/30/90		03/31/91
6. 3rd Release Ver. 2.0	09/30/91	06/01/92	
7. 3rd Release Window	09/30/92		
8. CPMIS Interface	09/30/92		
9. Performance Mgmt. Recognition Sys.	09/30/92	06/01/92	
10. 4th Release, Ver. 1.3	01/01/93		

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
Various	Various	Many	PMS managers use

NATIONAL NETWORK Network Name   None used

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
None			

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
Consolidated Personnel Management Information System (CPMIS)	220816	Output	Annual	Performance appraisal transferred to CPMIS via a CPMIS terminal using formatted output from EPAMS.

FEDERAL JOB OPPORTUNITY LISTING (FJOL)		
Purpose: FJOL makes vacancy announcements available through a touch-screen system (kiosk) which lists all Departmental announcements that are nationwide, government-wide, and within the local commuting area. This system is to be available to all nationwide, governmental sources.	**ID:**	
	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	
	Prgm Summary Report Revised (MM/DD/YY):	

Description:

User(s):   1.

2.

Comments/Remarks:

HRM Short Term Objective:

Install 12 kiosks nationwide.

HRM Long Term Objective:

Date Requested (MM/DD/YY):	
Requesting Organization:	Office of Personnel (APN-200)
Development Organization:	Office of Personnel (APN-200)
Operation Organization:	
Maintenance Organization:	Office of Personnel (APN-200)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	22.0	22.8	187.0	0.0	0.0	0.0	0.0	0.0	0.0	231.8
Operations	0.0	0.0	0.0	11.0	11.0	11.0	0.0	0.0	0.0	33.0
Funding	22.0	22.8	187.0	11.0	11.0	11.0	0.0	0.0	0.0	264.8

DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS

NATIONAL NETWORK Network Name

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION

FAA GROUPSTATION 2000 (GrpStat)		

Purpose:	ID:	220806
Support Organizational Development (OD) and Total Quality Management (TQM) concepts and processes to enhance management and executive planning and decision making.	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	09/25/90
	Prgm Summary Report Revised (MM/DD/YY):	11/07/91 (rev 1)

Description:

A suite of off-the-shelf software currently consisting of wordprocessor, spreadsheet, graphic presentation, and text manager is available to support management functions.

User(s):	1.	No field users.

Comments/Remarks:

Though GroupStation 2000 is not primarily an automation approach, it will be tracked in the IRMP due to innovative use of computer equipment.

HRM Short Term Objective:

Implement system at national headquarters.

HRM Long Term Objective:

Migrate system to field and incorporate new technology as it becomes available.

Date Requested (MM/DD/YY):	09/30/89
Requesting Organization:	Organizational Planning & Development Division (AHR-100)
Development Organization:	Office of Human Resource Development (AHD) / Robert Turner (AHD-100)
Operation Organization:	Organizational Planning and Development Division (AHD-100)
Maintenance Organization:	Organizational Planning and Development Division (AHD-100)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	110.0	60.0	25.0	30.0	0.0	0.0	0.0	0.0	0.0	225.0
Operations	10.0	10.0	15.0	15.0	30.0	30.0	30.0	30.0	0.0	170.0
Funding	120.0	70.0	40.0	45.0	30.0	30.0	30.0	0.0	0.0	290.0

*   Represents each region or center division

DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	09/30/89		09/30/89
2. Concept Development	09/30/89		09/30/89
3. Equipment Identification	09/30/89		09/30/89
4. Initial Use	02/15/91		02/15/91
5. Initial Configuration	12/15/91		
6. First Annual Evaluation	03/31/92		
7. First Process Enhancements Implemented	04/30/92		
8. Second Annual Evaluation	01/31/93		
9. Second Process Enhancements Implemented	04/30/93		
10. Project Completion	04/30/93		

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
AT&T	6385/25	2	OATS workstation

NATIONAL NETWORK Network Name   Not Applicable

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
Symantec	Grandview	2	Text/Image management software
Microsoft	Word	2	Wordprocessor
Microsoft	Windows	2	Software utility to integrate programs and consolidate data
Microsoft	Excel	2	Spreadsheet with business graphics and database management system
Microsoft	PowerPoint	2	Applications graphics business presentation software
Microsoft	Mindlink		Applications personal information manager (hypercard-based brainstorming tool)
Aldus Corp	PageMaker	2	Applications desktop publishing
Roykore	ABC Flowcharter	2	Applications graphics software

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
No interface with other systems				

HUMAN RESOURCE MANAGEMENT (HRM) AUTOMATION PLAN (HRMAP)

Purpose:	ID:	
Develop a long term strategy that focuses on data, databases, plans, controls, and checkpoints over the next 10 years. The plan should allow AHR to manage and coordinate the many national and local AHR automation projects underway without inhibiting creativity.	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	
	Prgm Summary Report Revised (MM/DD/YY):	

Description:

Provides a formal, objective method for management to establish and control information systems priorities without regard to provincial interests.

User(s): 1.

2.

Comments/Remarks:

HRM Short Term Objective:

The AWG will review the draft HRM Automation Plan and begin identifying specific automation projects.

Brief the AWG on the HRM Automation Plan (November '91)

Publish the HRM Automation Plan (December '91)

HRM Long Term Objective:

Provide a formal, objective method for management to establish and control information systems priorities without regard to provincial interests.

Date Requested (MM/DD/YY):	
Requesting Organization:	Office of Personnel (APN-100)
Development Organization:	Office of Personnel (APN-100)
Operation Organization:	
Maintenance Organization:	Office of Personnel (APN-100)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	125.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	125.0
Operations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Funding	125.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	125.0

DEVELOPMENT SCHEDULES			
MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Abstract of IRM Planning Methodology and HRM Functional Requirements	07/19/91		07/19/91
2. Overview of HRM Information Systems Requirements (Draft)	08/09/91		08/09/91
3. Overview of HRM Information System Requirements (Final)	08/23/91		08/23/91
4. HRM Automation Concept of Operations (Draft)	09/20/91		09/20/91
5. HRM Automation Concept of Operations (Final)	11/01/91		10/04/91
6. HRM Automation Plan (Draft)	11/01/91		11/01/91
7. HRM Automation Plan (Final)	11/15/91		

TECHNICAL OPERATING ENVIRONMENT			
HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS

NATIONAL NETWORK Network Name

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS

INTERFACE WITH OTHER PROGRAMS				
NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION

LABOR RELATIONS CASE TRACKING SYSTEM (LRCTS)

Purpose:	ID:	220813
Ensure consistency in application of labor relations policy and provide access to case status.	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	10/09/90
	Prgm Summary Report Revised (MM/DD/YY):	11/07/91 (rev 1)

Description:

This system ensures consistency in the application of labor and employee relations policy and accesses case status. The system has a centralized case repository that permits the Office of Labor and Employee Relations (ALR) to nationally identify and track any currently existing unfair labor charges, grievances, or adverse actions. The system identifies strong and weak areas in collective bargaining agreements and better prepares the FAA to negotiate contracts with the unions.

User(s):	1.	The position of Labor Relations Specialist uses data entry and reports.
	2.	The position of Labor Relations Assistant uses data entry and reports.

Comments/Remarks:

None.

HRM Short Term Objective:

Complete current enhancements and implement.

HRM Long Term Objective:

Enhance the system as necessary based on user feedback and new requirements.

Date Requested (MM/DD/YY):	11/06/89
Requesting Organization:	Union/Management Relations Division (ALR-100)
Development Organization:	Union/Management Relations Division (ALR-100)
Operation Organization:	Each Labor Relations Branch (Axx-16)*
Maintenance Organization:	Transportation Systems Center, Cambridge, MA

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	50.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	237.0
Operations	87.0	50.0	51.6	53.4	55.2	57.0	58.9	0.0	0.0	413.1
Funding	137.0	50.0	51.6	53.4	55.2	57.0	58.9	0.0	0.0	413.1

* Represents each region or center division

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DEVELOPMENT SCHEDULES			
MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	11/06/89		11/06/89
2. User Training	08/10/90		08/10/90
3. System Operational	10/01/90		10/01/90
4. Project Completion	01/31/91		01/31/91
5. Enhancements	05/31/92		

TECHNICAL OPERATING ENVIRONMENT			
HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
DEC	VAX 785	1	Minicomputer

NATIONAL NETWORK Network Name   Labor Management Relations (LMR)

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
CompuServe Data Technologies	System 1032	1	Database/file management software

INTERFACE WITH OTHER PROGRAMS				
NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
No interface with other systems				

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MODULAR APPLICANT TESTING, EXAMINING, AND SCREENING (MATES)

Purpose:		
Streamline the hiring process of FAA safety-related occupations.	ID:	220801
	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	10/10/90
	Prgm Summary Report Revised (MM/DD/YY):	10/08/91 (baseline)

Description:

MATES will contain an automated applicant tracking system, a centralized management information system, and a civil service register for FAA occupations. It will perform optical scanning of the Air Traffic Control (ATC) written test and the application forms of other FAA safety-related occupations. MATES will also contain an automated system to conduct the law enforcement agency checks and the ATC examination.

MATES will provide management information and reports for users within and among the regional officers. It will significantly increase the number of qualified candidates for employment.

User(s):	1.	The position of Personnel Officer obtains report of eligible candidates to fill vacancies from system.
	2.	The position of Security Officer obtains security reminder message and enters status security status of applicant/candidate.
	3.	The position of Medical Officer obtains medical reminder message and enters medical status of applicant/candidate.

Comments/Remarks:

MATES includes an automated application tracking system, houses the civil service registers for FAA occupations, and revises the Personnel Employment Tracking System (PETS). MATES replaces some Office of Personnel Management functions relating to testing. Funding costs include supplies and travel. Operations Cost for FY95 and FY96 will change when the DG's are phased out.

HRM Short Term Objective:

Implement MATES nationally.

HRM Long Term Objective:

Integrate MATES and Personnel Employment Tracking System (PETS) nationally.

Date Requested (MM/DD/YY):	01/01/88
Requesting Organization:	Staffing Policy Division (APN-200)
Development Organization:	Data Services Division (AAC-300)
Operation Organization:	Data Services Division (AAC-300)
Maintenance Organization:	Data Services Division (AAC-300)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	2067.6	502.8	275.0	220.0	220.0	170.0	0.0	0.0	0.0	3455.4
Operations	198.0	185.0	185.0	185.0	185.0	185.0	0.0	0.0	0.0	1123.0
Funding	2265.0	687.0	460.0	405.0	405.0	355.0	0.0	0.0	0.0	4577.8

* Represents each region or center division

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DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	01/01/88		01/01/88
2. Fill Test Examiner and Security Positions	05/31/88		05/31/88
3. Administer Tests, Fast Track 9+ Scores	06/30/88		08/30/88
4. Develop Recruitment Floppy Disk Software	03/31/88		06/14/89
5. Reprogram Office of Personnel Mgmt (OPM) Database	06/30/89		07/08/91
6. Automatic Application for ASI (air carrier option)	06/30/90		04/30/91
7. Project Completion	09/30/90	04/30/92	

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
Data General	MV/15000 (model 10)	1	One per region with associated devices as needed
IBM	3090	1	Mainframe with associated devices as needed
Xerox	9700	1	High speed printer

NATIONAL NETWORK   Network Name   Administrative Data Transmission Network (ADTN)

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
Nantucket	Clipper	1	Systems design and testing software
Unknown		1	Wordprocessor
Software AG	ADABAS	1	Mainframe database management software
MicroSearch Associates	Tempest	1	Systems design and testing software
Unknown		1	DBMS
Unknown	COBOL	1	Programming language
Unknown	Sentry Plus	1	Test processing system

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
Consolidated Personnel Management Information System (CPMIS)	220816	Input	Weekly	Personnel data from CPMIS to the Human Resource (HR) database.
Personnel Employment Tracking System (PETS)	170801	Both	As necessary	Shared applicant data on eligibility lists (i.e., certificates).

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MERIT PROMOTION PLAN (MPP)

Purpose:		
Relieve the appointing authorities of a considerable amount of staff time and resources in rating and ranking candidates for positions. Produce lists of best qualified candidates for vacant positions.	**ID:**	220803
	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	10/05/90
	Prgm Summary Report Revised (MM/DD/YY):	11/07/91 (rev 1)

Description:

This is a stand-alone, personal computer system which uses data that has been scanned from application forms and produces selection lists for various air traffic staff and managerial positions.

User(s): 1. No field users.

Comments/Remarks:

Merit Promotion Plan Automation (MPPA) - Appendix 9 Air Traffic Career Progression Plan represents an important milestone in the effort to automate as much of the MPP process as possible.

MPPA was developed in the Southern Region ASO with contractor help.

HRM Short Term Objective:

Complete production testing and evaluate results for possible agency-wide implementation.

HRM Long Term Objective:

Adapt technology to evaluate applicants for journeyman air traffic control specialist.

Date Requested (MM/DD/YY):	04/30/88
Requesting Organization:	Office of Personnel, Staffing Policy Division (APN-200)
Development Organization:	Human Resources Management Division (ASO-10)
Operation Organization:	Office of Personnel, Staffing Policy Division (APN-200)
Maintenance Organization:	Human Resources Management Division (ASO-10)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	163.0	160.2	224.0	0.0	0.0	0.0	0.0	0.0	0.0	547.2
Operations	0.0	85.0	50.0	90.0	60.0	60.0	60.0	0.0	0.0	405.0
Funding	163.0	245.2	274.0	90.0	60.0	60.0	60.0	0.0	0.0	952.2

* Represents each region or center division

DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	04/30/88		04/30/88
2. System Requirements	06/30/88		06/30/88
3. System Definition	09/30/88		09/30/88
4. System Design	12/31/88		12/31/88
5. System Programming	04/30/89		10/30/89
6. System Test: Beta Test Phase	01/31/90		01/31/91
7. System Test Evaluation	02/28/90		03/31/91
8. Production Test	05/31/90	12/31/91	
9. Production Test Evaluation *		01/31/92	
10. System Installation	06/30/90	06/30/92	
11. Project Completion	06/30/92	06/30/92	

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
Unknown		1	386 based PC

NATIONAL NETWORK Network Name   Unknown

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
Ashton-Tate	dBASE IV	1	DBMS

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
No interface with other systems				

AHR NATIONAL OATS TRANSITION PLAN (OATSTRN)

Purpose:		
Provide for a planned, orderly migration of Associate Administrator for Human Resources Management (AHR) offices into the Office Automation Technology and Services (OATS) environment.	**ID:**	220812
	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	10/02/90
	Prgm Summary Report Revised (MM/DD/YY):	09/30/91 (baseline)

Description:

This transition plan documents scheduled OATS procurements in each fiscal year for the Human Resources community. It also documents the funding from Headquarters for procurements.

User(s): 1. Not applicable.

Comments/Remarks:

The majority of non-Headquarters OATS procurements in the regions and centers are locally funded. The funding plan only reflects procurements for Headquarters. Local OATS Integration Plans will show funding for the region/center purchases. The developmental and operations cost presented below represent submitted requirements. An OATS Transition Plan is under development and will replace the present plan upon completion.

HRM Short Term Objective:

Procure OATS units with associated support and services as documented for FY92.

HRM Long Term Objective:

Migrate the AHR community, as planned, into the OATS environment by FY95.

Date Requested (MM/DD/YY):	12/21/89
Requesting Organization:	Associate Administrator for Human Resource Management (AHR)
Development Organization:	Associate Administrator for Human Resource Management (AHR)
Operation Organization:	N/A
Maintenance Organization:	N/A

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	3900.6	2869.4	4680.0	4756.0	3870.0	3081.0	2887.0	0.0	0.0	26044.0
Operations	0.0	515.7	1320.0	1536.0	1861.0	2036.0	2038.0	0.0	0.0	9306.7
Funding	1181.8	1027.3	800.0	575.0	575.0	575.0	0.0	0.0	0.0	4734.1

*   Represents each region or center division

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DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	12/21/89		12/21/89
2. FY90 OATS Actual Procurement of 481 units	09/30/90		09/30/90
3. FY91 OATS Planned Procurement of 577 units	09/30/91		
4. FY92 OATS Planned Procurement of 512 units	09/30/92		
5. FY93 OATS Planned Procurement of 501 units	09/30/93		
6. FY94 OATS Planned Procurement of 399 units	09/30/94		
7. FY95 OATS Planned Procurement of 383 units	09/30/95		
8. Project Completion	09/30/95		

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
AT&T	various	2372	OATS workstation FY91-FY95 AHR

NATIONAL NETWORK Network Name   Unknown

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
Microsoft	various	2372	Planned FY91-FY95 OATS software

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
Supervisory Identification and Development Program (SIDP)	220802	N/A	N/A	This and other applications will use the OATS platform, because it is the standard microcomputer platform for the FAA.
Merit Promotion Plan (MPP)	220803	N/A	N/A	This and other applications will use the OATS platform, because it is the standard microcomputer platform for the FAA.
Training Management Information System (TMIS)	220804	N/A	N/A	This and other applications will use the OATS platform, because it is the standard microcomputer platform for the FAA.
Electronic Performance Appraisal Management System (EPAMS)	220805	N/A	N/A	This and other applications will use the OATS platform, because it is the standard microcomputer platform for the FAA.
Electronically Generated and Transmitted SF-52 (EGATS)	220809	N/A	N/A	This and other applications will use the OATS platform, because it is the standard microcomputer platform for the FAA.
Extension of Training Subsystem to Field Office Facility Level (TRIMATE)	220810	N/A	N/A	This and other applications will use the OATS platform, because it is the standard microcomputer platform for the FAA.

PERSONNEL REPORTING SYSTEM (PREPS)

Purpose:		
PREPS is a national AHR project to provide FAA supervisors and managers with access to on-line personnel statistical data.	**ID:**	
	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	
	Prgm Summary Report Revised (MM/DD/YY):	

Description:

User(s): 1.

2.

Comments/Remarks:

HRM Short Term Objective:

Train technical users in the Natural language. Operationally test the database and 6 programs that are available.

HRM Long Term Objective:

Date Requested (MM/DD/YY):	
Requesting Organization:	Office of Personnel (APN-100)
Development Organization:	Office of Personnel (APN-100)
Operation Organization:	
Maintenance Organization:	Office of Personnel (APN-100)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Operations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Funding	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

DEVELOPMENT SCHEDULES			
MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE

TECHNICAL OPERATING ENVIRONMENT			
HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS

NATIONAL NETWORK <u>Network Name</u>

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS

INTERFACE WITH OTHER PROGRAMS				
NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION

SUPERVISORY IDENTIFICATION AND DEVELOPMENT PROGRAM (SIDP)

Purpose:		
Identify, develop, and refer people who have demonstrated proper knowledge, skills, and abilities for selection to first line supervisory positions.	**ID:**	220802
	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	09/24/90
	Prgm Summary Report Revised (MM/DD/YY):	09/30/91 (baseline)

Description:

Due to the increased complexity of the work environment, there is a need for high quality supervisors and managers. SIDP provides for timely and effective development and promotion of supervisory personnel. SIDP decreases the time significantly to select supervisors and improve the quality of selected candidates. This will promote employee's morale and operational efficiency.

The system provides automated management of SIDP functions by reducing paperwork, streamlining operations, and improving managerial capabilities.

User(s):	1.	The position of SIDP Manager uses data entry and reports.
	2.	The position of Assistant SIDP Manager uses data entry and reports.

Comments/Remarks:

The SIDP application system was originally developed by and for use in the Northwest Mountain Region Headquarters (ANM). The expansion of SIDP into the Associate Administrator for Airway Facilities (AAF) and the Aircraft Certification Service (AIR) organizations created a need for further improvement/enhancements in the SIDP applications. SIDP is currently used in all regions and centers and also at headquarters.

Automation changes for the Air Traffic (AT) SIDP and the addition of Airway Facilities (AF) and Aircraft Certification (AC) are continuing at ANM. A contractor was tasked to conduct an SIDP automation needs analysis. The anticipated annual cost of system management is 20% of the salaries of the region/center system managers. Operations Cost for FY95 and FY96 will change when the DG's are phased out.

HRM Short Term Objective:

Implement nationally according to plan established during FY91.

HRM Long Term Objective:

Migrate SIDP to Computer Resources Nucleus/Office Automation Technology and Services (CORN/OATS) environment.

Date Requested (MM/DD/YY):	09/01/88
Requesting Organization:	Career Systems Division (AHD-200)
Development Organization:	Northwest Mountain Region Financial and Information Resources Division - Information Systems Branch (ANM-43)
Operation Organization:	Human Resources Management Division (Axx-10)*
Maintenance Organization:	Northwest Mountain Region Financial and Information Resources Division - Information Systems Branch (ANM-43)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	364.6	49.8	56.8	9.8	9.8	4.8	4.8	0.0	0.0	500.4
Operations	32.9	35.1	41.3	49.5	50.8	52.1	53.4	0.0	0.0	315.1
Funding	397.5	84.9	98.1	59.3	60.6	56.9	58.2	0.0	0.0	815.5

*   Represents each region or center division

DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	09/01/88		09/01/88
2. Modify ANM Software	09/01/88		09/01/88
3. Installed Software on Data Generals	09/01/88		06/30/89
4. Implement Software Nationwide for AT	09/01/88		06/30/89
5. Implement Software Nationwide for AF	12/31/89		01/31/91
6. Implement Software Nationwide for AC	03/31/90		03/31/90
7. Perform Requirements/Needs Analysis	12/10/90		12/10/90
8. Implement Upgraded Software Nationwide for AT, AF, AC	09/30/90	09/30/92	
9. Project Completion	09/30/90	09/30/92	

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
AT&T	various	11	OATS workstation (1 ea. region/center
Data General	MV/15000 (model 10)	11	Minicomputer (1 ea. region/center)

NATIONAL NETWORK Network Name   None used

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
Persoft	SmarTerm 400	11	Communication terminal emulator (1 ea. region/center)
National Computer System	Scan Tool	11	Assoc. modules for scanning forms (1 ea. region/center)

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
Automated Personnel Action Processing (EGATS)	220809	N/A	N/A	EGATS and SIDP both use the HR database. There are no direct interfaces between the two programs.
Extension of Training Subsystem to Field Office Facility Level (TRIMATE)	220810	N/A	N/A	Training information is used for the evaluation process. Also, TRIMATE and SIDP both use the HR database.
Consolidated Personnel Management Information System (CPMIS)	220816	Input	Weekly	Personnel records of candidates eligible for the SIDP are flagged in CPMIS and recommended for supervisory vacancies.
Modular Applicant Testing, Examining, and Screening (MATES)	220801	N/A	N/A	SIDP and MATES both use the HR database. There are no direct interfaces between the two programs.

FAA SKYNET		
Purpose:	**ID:**	220807
Provide advanced computer-based conference technology in the FAA.	**TYPE (P = project/S = system):**	P
	IRMP Revised (MM/DD/YY):	09/25/90
	Prgm Summary Report Revised (MM/DD/YY):	09/30/91 (baseline)

Description:

FAA SkyNet is an application of the Caucus (Camber-Roth Inc) computer conference system. It was originally purchased to facilitate group discussions using automated teleconference technology. The system will incorporate several HRM bulletin boards.

FAA SkyNet will enhance group processes, organize work better and faster, and reduce travel requirements.

User(s): 1. No field users

Comments/Remarks:

SkyNet enables group discussions via a teleconference system. It enhances group processes, organizes work better and faster and reduces travel requirements. There are plans to interface with the Human Resource database through some local area network in the near future.

HRM Short Term Objective:

Initiate system use by field.

HRM Long Term Objective:

Increase system use by field and incorporate new technology as it become available.

Date Requested (MM/DD/YY):	08/31/90
Requesting Organization:	Organizational Planning & Development Division (AHD-100)
Development Organization:	Office of Human Resource Development (AHD) / Robert Turner (AHD-100)
Operation Organization:	Organizational Planning & Development Division (AHD-100)
Maintenance Organization:	Executive Staff (AHR-10)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	20.0	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	21.5
Operations	24.2	18.0	21.0	16.0	7.0	7.0	7.0	0.0	0.0	100.2
Funding	44.3	19.5	21.0	16.0	7.0	7.0	7.0	0.0	0.0	121.7

* Represents each region or center division

DEVELOPMENT SCHEDULES			
MAJOR MILESTONES	**SCHEDULED DATE**	**REVISED DATE**	**ACTUAL DATE**
1. Project Start	08/31/90		08/31/90
2. Initial Installation	08/31/90		08/31/90
3. Testing & Introductory Workshop	09/15/90		09/15/90
4. First Three Conferences On-line	09/30/90		07/31/91
5. System Capability Report	11/30/90		Unknown
6. Facilitator/Moderator Training (manual)	03/15/91		09/30/91
7. Second Three Conferences	12/31/91		
8. Third Three Conferences	12/31/92		
9. Project Completion	12/31/92		

TECHNICAL OPERATING ENVIRONMENT			
HARDWARE VENDOR(S)	**MODEL**	**QTY**	**COMMENTS**
AT&T	6386/25	1	OATS workstation

NATIONAL NETWORK Network Name   Unknown

SOFTWARE VENDOR(S)	**NAME**	**QTY**	**COMMENTS**
3Com	3 + TCP/IP	1	Communications networking software
AT&T	STARGROUP 3.2	1	Network LAN server
AT&T	TCP/IP 3.0	1	Communications networking software
AT&T	UNIX V OS	1	Operating systems software
Camber-Roth	CAUCUS	1	Communications teleconference software

INTERFACE WITH OTHER PROGRAMS				
NAME	**ID**	**INTERFACE (I/O/B)**	**FREQUENCY OF TRANSFER**	**DESCRIPTION**
No interface with other systems				

TRAINING MANAGEMENT INFORMATION SYSTEM (TMIS)	
Purpose: Institute an integrated training database for automated collection and reporting of training information.	**ID:** 220804
	TYPE (P = project/S = system): P
	IRMP Revised (MM/DD/YY): 09/24/90
	Prgm Summary Report Revised (MM/DD/YY): 09/30/91 (baseline)

Description:

A single overall system that will allow more efficient and timely management of training information. It will serve the entire training process from budgeting through development and execution.

Training managers will use TMIS to facilitate training decision making at all levels in the FAA.

User(s): 1. To be determined.

Comments/Remarks:

TMIS was identified in the January 1989 Flight Plan for Training as the tool the Office of Training and Higher Education (AHT) will use to facilitate training decision making in all regions, centers, and Headquarters. This will be accomplished through an integrated training database. AHT is using contractor support to pursue this project in its early stages. Starting in FY93, TMIS costs will include a full-time system manager. AHT is re-evaluating its role with respect to TMIS and this system may undergo funding changes.

HRM Short Term Objective:

Initiate development of subsystems and/or interfaces to meet planning and financial management requirements.

HRM Long Term Objective:

Complete integration of training system components.

Date Requested (MM/DD/YY):	10/01/88
Requesting Organization:	Strategic Planning, Policy and Budget Staff (AHT-10)
Development Organization:	Office of Training and Higher Education (AHT)
Operation Organization:	To be announced
Maintenance Organization:	To be announced

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	470.0	907.0	1200.0	1500.0	1500.0	1500.0	700.0	0.0	0.0	7777.0
Operations	0.0	0.0	0.0	42.0	42.0	42.0	42.0	0.0	0.0	168.0
Funding	930.0	470.0	1200.0	1500.0	1500.0	1500.0	700.0	0.0	0.0	7800.0

* Represents each region or center division

DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	10/01/88		10/01/88
2. Complete Requirements Analysis	06/30/89		12/15/90
3. Complete Conceptual Design	09/30/89		07/31/91
4. Complete System Design and Implementation	06/30/91	12/31/91	
5. Project Completion	09/30/94		
6. Analyze User Interface Demonstration			
7. Prep. Cost/Benefit & Mgmt. Decision Paper			
8. Dev. Design & Impl. Plan		09/30/92	
9. Establish Users Training Program		09/30/92	
10. Impl. Planning/Financial (P&F) Mgmt. Capabilities			
11. Integrate P&F Mgmt. Capabilities with User Interface			
12. Integrate Existing Training System Func.			
13. Start User Training			
14. Impl. Training & Evaluation Capabilities			
15. Dev. Training Course Development Capabilities			
16. Impl. Training Course Development Capabilities			
17. Project Completion	09/30/94		

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
To be determined			

NATIONAL NETWORK Network Name   To be determined

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
To be determined			

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
Electronically Generated and Transmitted SF-52 (EGATS)	220809	N/A	N/A	System may share common personnel database.
Extension of Training Subsystem to Field Office Facility Level (TRIMATE)	220810	N/A	N/A	System may share common personnel database.
Consolidated Personnel Management Information System (CPMIS)	220816	Input	To be determined	TMIS will obtain personnel data from CPMIS.

EXTENSION OF TRAINING SUBSYSTEM TO FIELD OFFICE FACILITY LEVEL (TRIMATE)

Purpose:		
Provide timely electronic generation and transmission of FAA training forms. Manage regional training requirements and quotas, and provide access to training data at the facility/point of entry.	**ID:**	220810
	TYPE (P = project/S = system):	P
	IRMP Revised (MM/DD/YY):	09/28/90
	Prgm Summary Report Revised (MM/DD/YY):	09/30/91 (baseline)

Description:

TRIMATE provides field facilities access to training data stored in national Human Resources (HR) databases. TRIMATE maintains data on an employee's future training requirements, status of course enrollments and completions, and course data downloaded from CPMIS. This system may provide a field interface with the planned Training Management Information System (TMIS).

User(s):	1.	The position of TRIMATE System Manager sets up and maintains the User Profiles and other critical tables.
	2.	The position of Employee Development Specialist reviews and approves/disapproves requests, interfacing same with CPMIS.
	3.	The position of Training Coordinator enters requests into the system, along with the annual Call for Training Requirements.

Comments/Remarks:

TRIMATE is currently used in all regions, centers, and at Headquarters.

Operations Cost for FY95 and FY96 will change when the DG's are phased out. AHT is re-evaluating its role with respect to TRIMATE and this system may undergo funding changes.

HRM Short Term Objective:

Complete system requirements redefinition and overall enhancement of system including the SF-182 subsystem and training quota management subsystem.

HRM Long Term Objective:

Develop regional training tracking subsystem and travel order generation and tracking subsystem.

Convert database to Computer Resources Nucleus/Office Automation Technology and Services (CORN/OATS) environment and integrate database into TMIS.

Expand field user access to national and regional training related database.

Date Requested (MM/DD/YY):	10/30/87
Requesting Organization:	Strategic Planning, Policy and Budget Staff (AHT-10)
Development Organization:	Human Resource Management Division (AAL-10)
Operation Organization:	Human Resources Management Division (Axx-10)*
Maintenance Organization:	Human Resource Management Division (AAL-10)

TOTAL COSTS ($000)	Prior	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	Total
Developmental	156.6	21.6	78.1	0.0	0.0	0.0	0.0	0.0	0.0	673.3
Operations	220.7	119.7	130.3	138.1	146.4	155.3	164.7	0.0	0.0	904.5
Funding	209.6	63.2	109.0	138.1	146.4	155.3	164.7	0.0	0.0	1524.1

*   Represents each region or center division

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DEVELOPMENT SCHEDULES

MAJOR MILESTONES	SCHEDULED DATE	REVISED DATE	ACTUAL DATE
1. Project Start	12/31/85		12/31/85
2. Stand-alone Regional System	10/30/87		10/30/87
3. Interface to CPMIS	06/01/88		12/30/88
4. Transfer Interface to Field	12/01/88		08/31/89
5. Initial Training and Implementation of Full System	12/01/88		03/31/90
6. Requirements for Transfer Process	12/21/89		03/31/90
7. Complete Implementation	12/31/88	09/30/91	
8. Quota Management System	09/30/90	unknown	
9. Project Completion	06/30/91	09/30/91	

TECHNICAL OPERATING ENVIRONMENT

HARDWARE VENDOR(S)	MODEL	QTY	COMMENTS
Data General	MV/15000	12	One per region with associated access devices as needed
Lee Data	700 or 84	12	One per region connected to CPMIS

NATIONAL NETWORK Network Name   Unknown

SOFTWARE VENDOR(S)	NAME	QTY	COMMENTS
Data General	DBMS	12	One per region

INTERFACE WITH OTHER PROGRAMS

NAME	ID	INTERFACE (I/O/B)	FREQUENCY OF TRANSFER	DESCRIPTION
Modular Applicant Testing, Examination, and Screening (MATES)	220801	N/A	N/A	Shared Human Resource (HR) database on the Data General.
Training Management Information System (TMIS)	220804	To be determined	To be determined	To be determined.
Electronically Generated and Transmitted SF-52 (EGATS)	220809	N/A	N/A	Shared Human Resources (HR) database on the Data General.

APPENDIX D

HRM Business Process Descriptions

I. **Position Management**

A. Define individual positions including establishing and abolishing positions. Maintain position KSA data.

- perform position reviews to determine if restructuring could result in improvements.
- maintain records of all current and previous positions, including information on the competitive area and level of each position.

B. Conduct annual classification review process. Support classification appeals.

- maintain records of reviews, including basis for any classification change, as well as records of the standards used to classify current and past positions.

C. Maintain tracking systems for positions authorized by budget.

II. **Strategic Management**

A. Identify relevant laws and regulations.

B. Establish HRM policies, programs, procedures, systems and standards to include:

- HRM
- employee relations
- labor relations
- time and attendance

- training
- pay and leave
- safety

C. Obtain agency workload data.

D. Develop organizational structure and workforce level.

E. Project future workforce needs based on: current workforce level, projected workload, projected attrition, organization structure, technical resource plans.

- include quantity and skill level in requirements projection.
- include analysis of technical resource plans.

F. Obtain technical resource plans.

G. Project long range training requirements based on workforce skill level, changes in workforce, changes in equipment and services environment. Build long range plan.

- services and regions provide requirement projection for national and regionally arranged and conducted training.
- HQ solicits resource input and builds long range plan (LRP).

H. Estimate agency attrition for planning purposes.

III. Workforce Management

A. Conduct internal placement activities to track and fill vacancies.

- create and maintain a merit promotion system.
- generate eligibility lists.
- generate and distribute vacancy announcements. Maintain X-118 qualification requirements for each vacancy, as well as a record of placement factors.

B. Manage performance appraisals and correct deficiencies. Process incentive awards, maintain standards, ratings and reviews.

C. Provide career planning.

- create and maintain career templates.

D. Support EPGs.

E. Monitor drug program.

F. Track OWCP cases and costs.

- monitor health and safety program.
- include hours lost due to on-the-job injuries.
- track documentation status.
- perform trend analysis on OWCP data.

IV. Personnel Operations

A. Conduct recruitment activities to fill vacancies.

- include expert/consultant recruiting and special employment groups.
- conduct examinations, save scores.
- maintain data on recruiting activities, including sources, etc.

B. Process personnel actions and notify employees (General process to encompass all actions leading to database update. Document preparation included.) to include:

- benefits.
- retirements.
- pay administration.
- retirement annuity estimates

- employee data.
- reductions-in-force.
- furloughs.

C. Maintain position sensitivity data and clearance data. Comply with security regulations.

- maintain historical data.

D. Track leave data, compensatory time, religious observance, injury time, etc. at the supervisory level.

- ensure there is sufficient balance when leave is taken.
- support leave sharing program.

E. Submit calculation parameters to payroll.

- timely response required from payroll system.

F. Produce required external reports.

- provide for necessary reports to the Treasury Department, IRS etc.

V. Labor

A. Maintain and make available, as required, data pertinent to union activity.

- include union dues withholding information.
- include union data on retention register, merit promotion lists, reduction-in-force, and employee activity.
- maintain labor agreements data. Track bargaining units petitions.

B. Maintain tracking system for grievances and unfair labor practice claims.

- monitor time spent in union activities such as appeals and grievances.

VI. Training

A. Identify near term training requirements.

- near term requirements stem from IDPs and can be rolled up to the national level and compared with the previously developed LRP.

B. Identify training resources.

C. Develop annual training programs.

- annual training program is defined based on final assessment of need, priorities and resources. Quota is developed and allocated.

D. Develop training courses based on identified needs.

- specific courses are developed by agency personnel or contractors in response to identified requirements.

E. Implement training program and retain history data.

- training courses are provided according to the agreed upon program.
- registrations are processed.
- quota is managed.
- history data is maintained.

F. Evaluate training effectiveness.

- evaluation can occur at the student/course, the program, or at the national level.

VII. EEO

A. Perform studies to identify EEO trends. Maintain EEO data.

- identify discriminatory trends.

B. Track EEO complaints.

C. Monitor EEO aspects of recruitment.

- determine whether women and/or minorities and/or handicapped are included in application pools.

VIII. Fiscal

A. Create budgetary estimates and roll-ups.

B. Obtain budgetary feedback and approved budgets.

C. Obtain fiscal performance data.

D. Monitor fiscal performance against budget.

APPENDIX E

Entities With Data Classes

This appendix contains the entities defined for the HRM automation environment, together with the data classes pertinent to each entity.

HR policies, procedures, programs, standards, and systems

to include:

- HRM
- employee relations
- labor relations
- training

- time and attendance
- pay and leave
- safety

Laws and Regulations

- laws and regulations

Organizational model

- organizational structure
- current workforce level (incl. skill level)

Budget

- budget estimates
- approved budgets

- ABU feedback
- budget performance data

Staffing Plan

- workload data (incl. agency missions and functions)
- human and technical resource plan
- HR needs forecast

Position

- position data (incl. KSA data)
- classification reviews
- career ladder

- classification appeals
- classification standards

Recruitment and Placement

- applicant records (incl. exam scores)
- vacancies
- selection lists from merit promotion system

- EEO recruitment data
- placement factors
- eligibility lists

Employee

- personnel action
- retirement and resignation data
- performance reviews, standards, and ratings

- benefits
- attrition estimates
- personal data

Training

- long range requirements
- short term training requirements
- program objectives
- course enrollment
- class schedules
- training evaluations
- course information

- long range plan
- training resources
- course catalog
- training history
- individual development plans
- OJT data

Security

- clearance data

- position sensitivity data

Employee participation group

- EPG data

EEO

- EEO data
- EEO complaints

- EEO summary data
- affirmative action data

Union

- labor agreements
- appeals and grievances
- data on retention registers, merit promotion lists, RIFs, employee activity

- dues withholding information
- bargaining unit petitions

Safety

- OWCP case data with associated costs

Drug Program

- testing records

Payroll

- payroll parameters

Leave

- leave schedules

External reports

- external reports

APPENDIX F

List of References

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